Kelsey Trail Health Region

Annual Report
April 1, 2003 - March 31, 2004

KELSEY TRAIL
HEALTH REGION

- Healthy People In Healthy Communities -

KELSEY TRAIL REGIONAL HEALTH AUTHORITY MEMBERS

Chairperson **Carol Hayward** is a homemaker from the Tisdale area. Carol served as chairperson of the former Pasquia District Health Board.

Vice-Chair **Dale Link** is a retired teacher from Melfort. Dale served as the chairperson of the former North Central District Health Board.

Bruce Karras is an engineer/manager from Nipawin. Bruce served as a member of the former North-East District Health Board.

Carla M. Hipkins is a speech therapist aide from Porcupine Plain. Carla served as a member of the former Pasquia District Health Board.

Harry Palko is a retired education administrator from Hudson Bay. Harry is also the current mayor of Hudson Bay.

Kathleen Bedard is a businessperson from St. Brieux. Kathy served as a member of the former North Central District Health Board.

104-06839/

TABLE OF CONTENTS

Letter of Transmittal	Page 1
Who Are We	Page 2
Organizational Chart	Page 8
Regional Environmental Scan	Page 9
Major Initiatives/Accomplishments	Page 17
Progress and Results	Page 20
Challenges and Future Directions	Page 32
Management Discussion & Analysis	Page 33
Management Letter	Page 34
Financial Summaries	Page 35
Payee Disclosure List	Addendum

A copy of this report is available at the Region's website: www.kelseytrailhealth.ca.

LETTER OF TRANSMITTAL

June 17, 2004

To the Honourable John Nilson
Minister of Health
Room 361
Legislative Building
REGINA, Saskatchewan
S4S 0B3

Dear Mr. Nilson:

In accordance with *The Regional Health Services Act*, the Kelsey Trail Regional Health Authority is pleased to provide you and the residents of the health region with its 2003-04 annual report.

This report provides the audited financial statements of the region for the year ended March 31, 2004 as well as outlining the Region's activities and accomplishments for that period.

Respectfully submitted,

Carol Hayward

Carol Hayward,
Chairperson
Kelsey Trail Regional Health Authority

WHO ARE WE

Vision, Mission, Values

Early in the transition of the North-East, North Central and Pasquia Health Districts to the Kelsey Trail Health Region, it became necessary to give the new region an identity separate from the health districts that existed previously.

The name "Kelsey Trail Health Region" was chosen through public competition. The region's logo was also chosen through receipt of public input. The logo symbolizes *oneness* - working together toward common goals. The stylized ellipse represents a circle of life within our communities as well as the traditional healing circle used in Aboriginal cultures. The openings in the ellipse represent the region's open door policies -- open to the public, our partners and our neighboring regions.

Vision:

"*Healthy People in Healthy Communities*"

Mission:

"*Working together to improve the health of people*"

Values:

- *Honesty*
- *Integrity*
- *Accountability*
- *Responsibility*
- *Quality*
- *Teamwork*
- *Care & Compassion*
- *Fairness*
- *Open Communication*
- *Service Excellence*

Kelsey Trail Health Region continues to focus on the four common goals that were originally outlined in the *Action Plan for Saskatchewan Health Care*. The region's commitment to these goals is demonstrated through the organizational structure with the implementation of departments responsible for Quality of Care & Client Advocacy, Primary Health Care, Population Health Promotion, Recruitment and Retention, Communication, Strategic Planning, Pre-Emergency Care, etc. In keeping with the region's commitment to ensuring that goals and objectives will be developed in consultation with its public, partners, stakeholders and staff, and in the absence of clearly established Community Advisory Networks, the region undertook a variety of unique strategic planning processes that engaged intersectoral and municipal partner and staff representatives to actively participate in determining the Region's goals and objectives. Representatives supported the four goals identified in the *Action Plan for Saskatchewan Health Care* and identified and prioritized objectives for the region. The Region's objectives under each of the goals are categorized as short term (1 to 3 years) and long term (3 to 5 years +) are as follows.

Goal #1: Effective health promotion and disease prevention.

Short Term Objectives:	*Long Term Objectives:*
• Through ongoing needs assessment, work with communities to identify and prioritize needs. • Address diabetes awareness and resources by enhancing connections with health professionals and intersectoral partners and/or in conjunction with provincial initiatives such as the Northern Health Strategy. • Collaborate with intersectoral partners to identify what each is doing to avoid duplication. • Foster early intervention with priority given to working with children and young parents. • Support processes to develop, maintain, and enhance intersectoral linkages. • Maintain and enhance maternal, infant and early childhood intervention.	• Health promotion and/or education of ALL age groups with emphasis on personal responsibility. • Use research and data more effectively to ensure evidence-based decision-making. • Support healthy public policy development within and outside the organization. • Engage in strategies to promote a more physically active population.

Goal #2: Retain, recruit and train health providers.

Short Term Objectives:	*Long Term Objectives:*
• Improve utilization and availability of health human resources. • Invest in staff through (1) provision of training and support in areas of new technology, skills and team development; (2) staff appreciation and recognition. • Collaborate with local municipal organizations to develop an inventory of community services with a view to a team approach to recruitment. • Enhance communication with frontline staff. • Consider creative initiatives for using alternate providers to maximize effective use of resources. • Promote workplace wellness.	• Develop/grow our own staff from residents of the region (through activities such as bursaries, local training, and/or collaboration with other agencies. • In the area of recruitment, collaborate with community partners, including local government and other stakeholders such as staff and physicians. • Participate in innovative strategies to recruit First Nations people. • Strive to become a preferred Health Care employer.

Goal #3: Improve access to quality health care services.

Short Term Objectives:	*Long Term Objectives:*
• Develop primary health care teams. • Support initiatives to allow staff to utilize full scope of practice. • Evaluate EMS and First Responder service systems and examine associated issues. • Address issues/barriers of transportation and geography in rural areas by maintaining or reasonably enhancing visiting specialist services, telehealth, etc. • Establish guidelines regarding "reasonable access".	• Promote team approach through primary health care team development. • Support centres of excellence (example: dialysis). • Continuously strive for excellence through quality improvement processes. • Ongoing emphasis on evaluation and evidence-based practice.

Goal #4: A sustainable, efficient, accountable and quality health system.

Short Term Objectives:	*Long Term Objectives*:
• Ensure quality effective care. • Examine all health service delivery in terms of distance and appropriate services to be delivered, taking into account cost-effectiveness, community needs, geography, etc. • Utilize the Population Health Promotion Model to increase public awareness of health services as well as a personal responsibility for individual health. • Reallocate staff and resources to maximize organizational potential through evaluation and task analysis to identify possibilities of new and different ways of doing things (primary care nurse; home care clinic rooms, telehealth, Primary Health Care teams). • Adopt the primary health care model. • Collaborate intersectorally in prevention, early intervention and education programs. • Pursue the establishment of common goals with partners, utilizing a team approach to use resources as efficiently as possible.	• Create a work environment that empowers staff, resulting in increased productivity, feeling valued and maintaining personal wellness and safety. • Ensure sustainability through evaluation and redesigning of programs/services to assess effectiveness. • Evaluate all services incorporating a community health perspective. • Implement programs and services to meet public needs.

Governance and Organization

Roles and Responsibilities:

The roles and responsibilities of the Regional Health Authority are in accordance with those outlined by Saskatchewan Health, in the Region's Accountability Document. They are as follows:

The Regional Health Authority will:

- Develop and implement an annual multi-year operating plan (including financial, human, capital, information management and Primary Health Service components) that supports the goals and objectives included in the health system strategic plan and in accordance with the Department of Health's requirements and timeframes.
- Seek the confidence and support of the public and stakeholders for its operating plan.
- Provide programs and services in compliance with legislation, directives, program guidelines and contractual obligations.
- Incorporate the results of needs assessment activities in the design and delivery of its programs and services.
- Routinely evaluate the effectiveness of its programs and services, and implement changes as appropriate.
- Consult with the Department of Health prior to undertaking any major changes in programs/services (e.g., facility closures and other major increases or reductions in service).

- Establish a collaborative framework to ensure there is community involvement in determining health needs, planning and evaluation in the region (for example, establishing Community Advisory Networks).
- Participate in intersectoral initiatives, such as the Regional Intersectoral Committee (RIC), *KidsFirst* and SchoolPlus®, Acquired Brain Injury Program and services required under the federal *Youth Criminal Justice Act*.
- Monitor the performance of funded health care organizations, funded affiliates and contract providers within the RHA.

Organization and Committee Structure:

The Kelsey Trail Regional Health Authority is comprised of twelve members. The Authority does not have a formal committee structure. Generally, issues are discussed as a "committee-of-the-whole". Ad hoc committees may be utilized to deal with specific issues.

The Chief Executive Officer is responsible to the Authority for the operations of the region. Senior managers are responsible to the Chief Executive Officer for all facilities, services and programs as outlined by the organization chart and as indicated.

Administrative Structure:

The Regional Office is located in the Town of Tisdale at 901 – 108th Avenue, with satellite offices located in Nipawin and Melfort.

Five executive director positions report directly to the Chief Executive Officer:

- **Human Resources** includes: labor relations, recruitment and retention, occupational health and safety, staff development, volunteer services & attendance & disability Management.
- **Corporate Planning** includes: Quality improvement/Risk Management, capital projects, strategic planning, community advisory networks, health status, utilization and communication.
- **Finance and Information Services** includes: financial services, capital asset management, information technology, payroll and scheduling and materials management.
- **Integrated Health Services** includes all acute and long term care services as well as pre-hospital emergency and community health centres,
- **Community Health Services** includes: primary care, therapies, public and mental health, home care and population health promotion.

Maintaining Public Transparency:

A number of methods are utilized to ensure public transparency. The Regional Health Authority conducts regular monthly meetings that are open to the public. As time allows, a general open forum occurs that involves members of the public who may be present at the meeting. The authority reports on its deliberations and activities to the public with *Kelsey Trail Regional Health Authority Highlights* that are circulated to regional media as well as to staff. In addition, a quarterly newsletter, *Kelsey Trail News*, is circulated to all staff as well as to a comprehensive mailing list of stakeholders. News releases are provided on specific issues.

Advisory Structure:

Among the roles and responsibilities of the Regional Health Authority is the need to establish Community Advisory Networks throughout the region. The advisory networks will represent the broad interests of the community to the Regional Health Authority. "Community" may be defined as a geographical area consisting of a number of pre-determined urban and rural municipalities, or as a community of interest pertaining to a specific health-related issue/concern.

Preliminary work has been done to initiate the establishment of Community Advisory Networks. Communities with previously established advisory committees have been identified. A policy outlining terms of reference has been developed. It is anticipated that regular Community Advisory activity will be formalized by September 2004.

Health Care Organizations and Other Third Party Relationships:

There are a number of health care organizations and other third-party agencies that are contracted by the Regional Health Authority. These include the following:

- Emergency Medical/Ambulance Services are contracted in the communities of Kelvington, Melfort, Naicam, Nipawin/Carrot River, Rose Valley and Tisdale.
- Home Care services in Cumberland House contracted through the Northern Village of Cumberland House.
- Addiction services in Cumberland House contracted through Pine Island Outpatient Centre.
- Cumberland House Community Health Educator contracted from the Village of Cumberland House.
- Dental Health Program Services in Cumberland House contracted from Prince Albert Grand Council.
- Cumberland House Diabetes-Cardiac program contracted through Prince Albert Grand Council.
- Addiction Counseling services for Hudson Bay area through ARS.

The above agencies assist the Regional Health Authority in achieving the expectations outlined in the Accountability Document.

Emergency Medical Services are responsible for: access, care, stabilization and transport of acutely ill and injured clients. This is accomplished by means of Emergency Medical Dispatch Systems determining priority of emergency responses and dispatching Advanced, Intermediate and Basic Life Support crews.

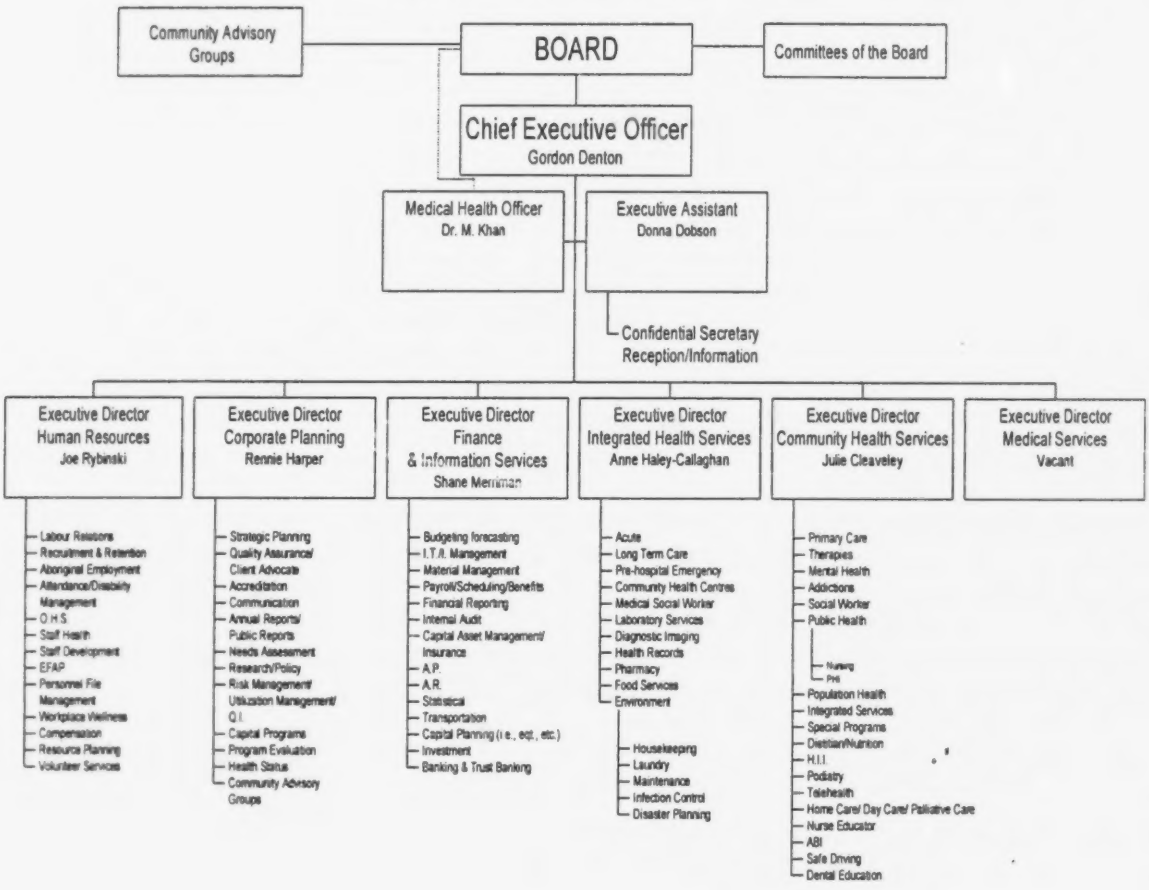
Monthly reporting of Patient Care Service Performance and Financial requirements ensure accountability. Information provided includes: Number of calls by category; percentage of performance against the regional benchmark of chute times less than 6 minutes 59 seconds from time of call to response. (Benchmark 90% efficiency.); patient demographics; service excess volume utilization and total kilometers traveled per month. Client satisfaction survey results are recorded and reported, as are reports on audits of at least 25% of all trips performed by the service. Reports on the continuing education activities of each service are required annually, as are annual audited financial statements, proposed operating budget, statement of remuneration of employees to Provincial levels and statement of benefits paid on behalf of employees.

Pine Island Outpatient Centre is a community-based organization designed to meet the ongoing needs of the residents of the Northern Village of Cumberland House and area in relation to counseling and support for issues in mental health and addiction services. In all cases accountability is tracked by means of an annual Audited Financial statement. Since the relationships with Kelsey Trail Regional Health Authority for a number of these agencies are in their infancy work has been undertaken to develop more cohesive reporting structures.

Cumberland House Home Care is currently tracked by means of monthly statements of operation and an annual Audited Financial statement.

ORGANIZATIONAL CHART

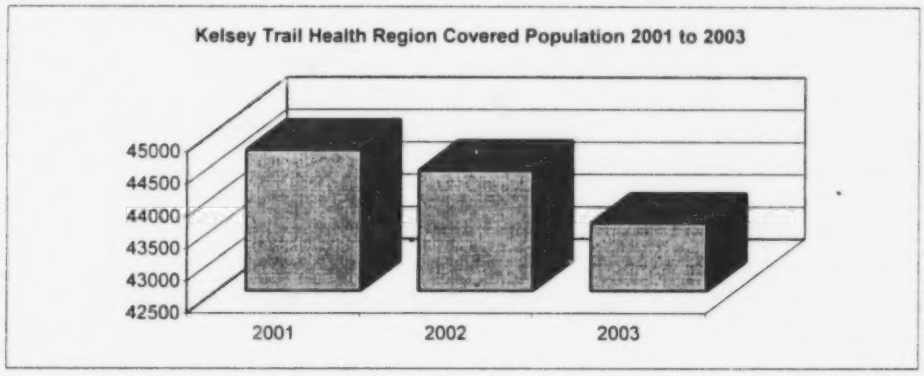
KELSEY TRAIL HEALTH REGION



REGIONAL ENVIRONMENTAL SCAN

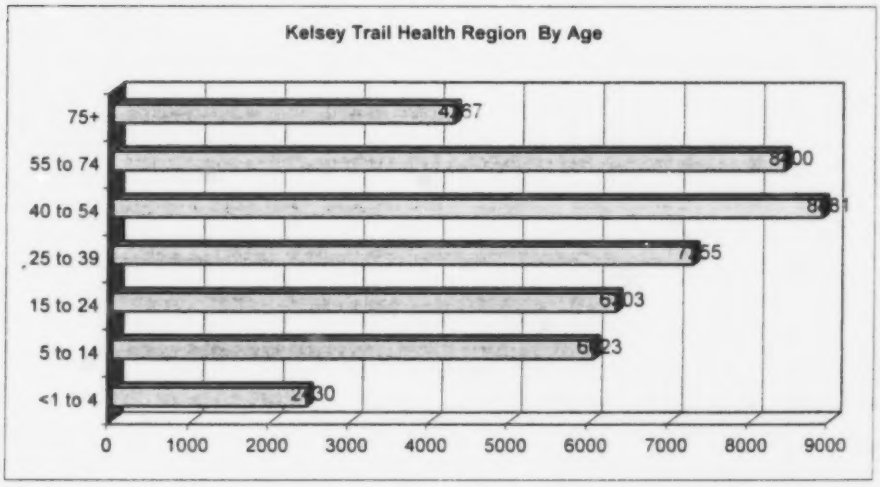
The Kelsey Trail Health Region encompasses a large geographic area of approximately, 47,397 square kilometers. As of June 2003, the region had a covered population of 43,560 people. This represents approximately 4.3% of Saskatchewan's total population. This is a decrease of almost 3% from the covered population of 2001 and a 2% decrease from 2002. According to information provided in the area's *Annual Labor Market Perspective*, Human Resources Canada advises that Kelsey Trail area demographics closely mirror those of the province. There is a marked decrease in the rural population with only a marginal increase in the urban with decreases across all ages with the exception of the 45-64-age group. Although an increase in Aboriginal youth overall is seen, youth out-migration continues for the Melfort HRCC area with the senior population rising.

50.2% of the region's total covered population is male. 49.8% is female.



The region's overall age distribution is as follows:

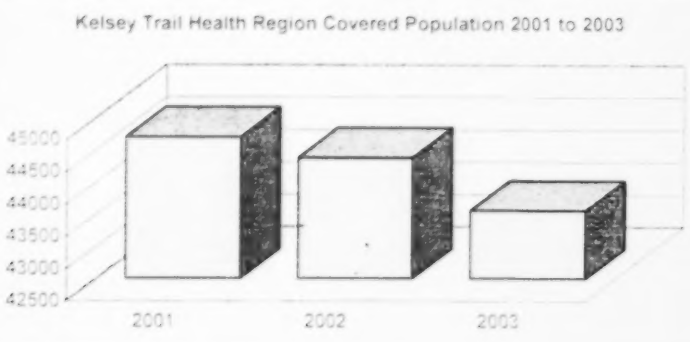
<1 to 4 = 6%
5 to 14 = 15%
15 to 24 = 15%
25 to 39 = 18%
40 to 54 = 21%
55 to 64 = 6%
65 to 74 = 9%
75 & over = 10%



REGIONAL ENVIRONMENTAL SCAN

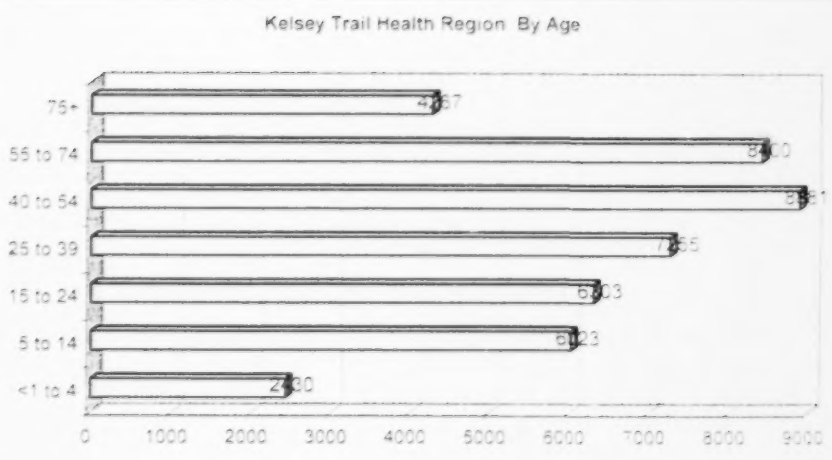
The Kelsey Trail Health Region encompasses a large geographic area of approximately 47,397 square kilometers. As of June 2003, the region had a covered population of 43,560 people. This represents approximately 4.3% of Saskatchewan's total population. This is a decrease of almost 3% from the covered population of 2001 and a 2% decrease from 2002. According to information provided in the area's *Annual Labor Market Perspective*, Human Resources Canada advises that Kelsey Trail area demographics closely mirror those of the province. There is a marked decrease in the rural population with only a marginal increase in the urban with decreases across all ages with the exception of the 45-64-age group. Although an increase in Aboriginal youth overall is seen, youth out-migration continues for the Melfort HRCC area with the senior population rising.

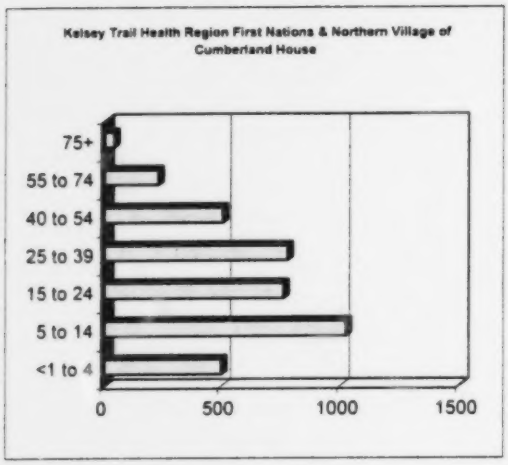
50.2% of the region's total covered population is male. 49.8% is female.



The region's overall age distribution is as follows:

<1 to 4	= 6%
5 to 14	= 15%
15 to 24	= 15%
25 to 39	= 18%
40 to 54	= 21%
55 to 64	= 6%
65 to 74	= 9%
75 & over	= 10%





<1 to 4	= 13%
5 to 14	= 27%
15 to 24	= 20%
25 to 39	= 20%
40 to 54	= 13%
55 to 74	= 6%
75+	= 1%

Approximately nine percent (9%) of the region's population resides on one of the five First Nation reserves, or within the Northern Village of Cumberland House. In regard to the population residing within the First Nation reserves (Red Earth, Shoal Lake, and Cumberland House Cree Nations, as well as Kinistin Saulteaux Nation and Yellowquill First Nation) plus the Northern Village of Cumberland House, the age distribution differs significantly from the overall population of the region. In these areas, 40% of the population is under age 15. The following are population projections for Kelsey Trail Regional Health Authority to 2021 according to information provided by the Corporate Information and Technology Branch of Saskatchewan Health in fall 2002.

Saskatchewan Health Population Projections 2006 to 2021

Regional Health Authority 8

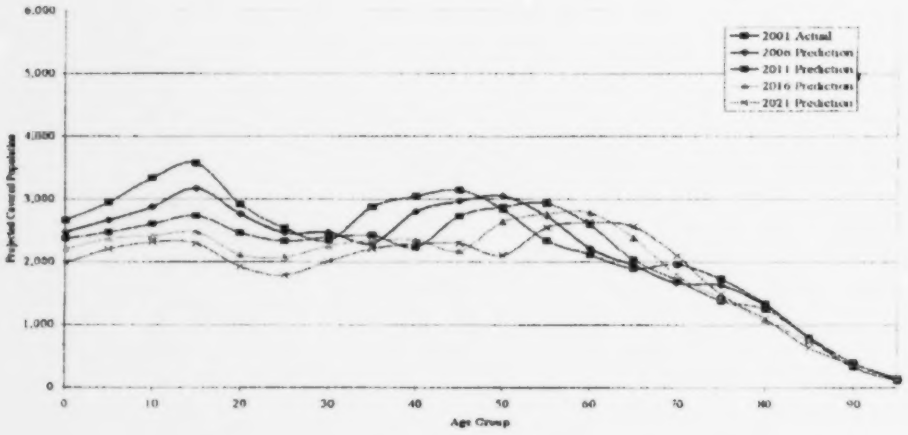


Figure 37: Projected age curves for Kelsey Trail Regional Health Authority

According to provincial statistics, Kelsey Trail Health Region has the smallest population of the health regions, next only to the three northern regions. Kelsey Trail Health Region serves a broad geographic area that encompasses three larger communities as well as approximately 30 other smaller towns and villages. There are twenty-one (21) rural municipalities, either entirely or partially, within the region.

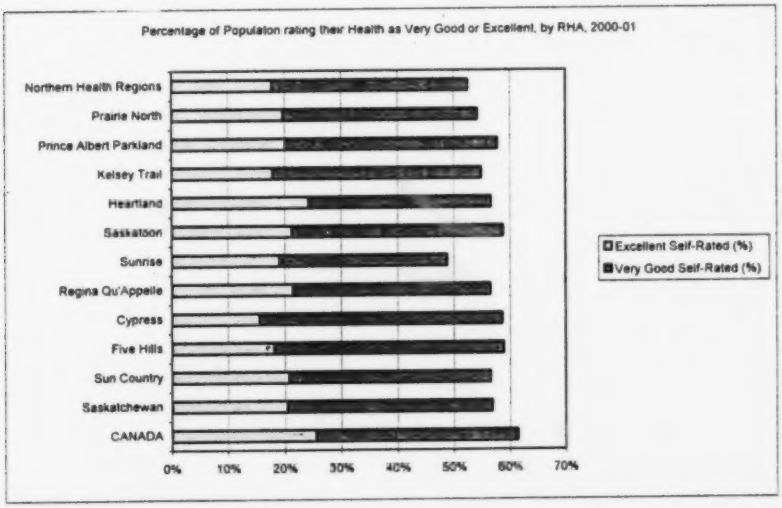
According to information provided in the *2000-01 Northeast Regional Needs Assessment Report*, the education and skill levels of area residents are as follows. (Information regarding education levels is related to the working-age population.)

	Kelsey Trail Health Region	Saskatchewan
Less than Grade 9	21%	13%
Grade 9 to 11	34%	30%
Grade 12	10%	10%
Higher than Grade 12	35%	48%

According to Human Resource Centre of Canada's *Annual Labor Market Perspective, for the Melfort area,* the labor market area is generally covered by cultivated farmland, rolling pastureland, or is lightly wooded or forested Regional employment declined by 1.8% compared to 2.7% increase provincially. The largest employment gain (87%) was in other services (service professionals, and non-profit groups) with energy and utilities at 28%. Manufacturing declined by 21%. Agriculture, forestry, fishing, hunting, health care and social assistance, and retail trade make up the bulk of industry employment at 49%; higher than the provincial distribution of 37%.

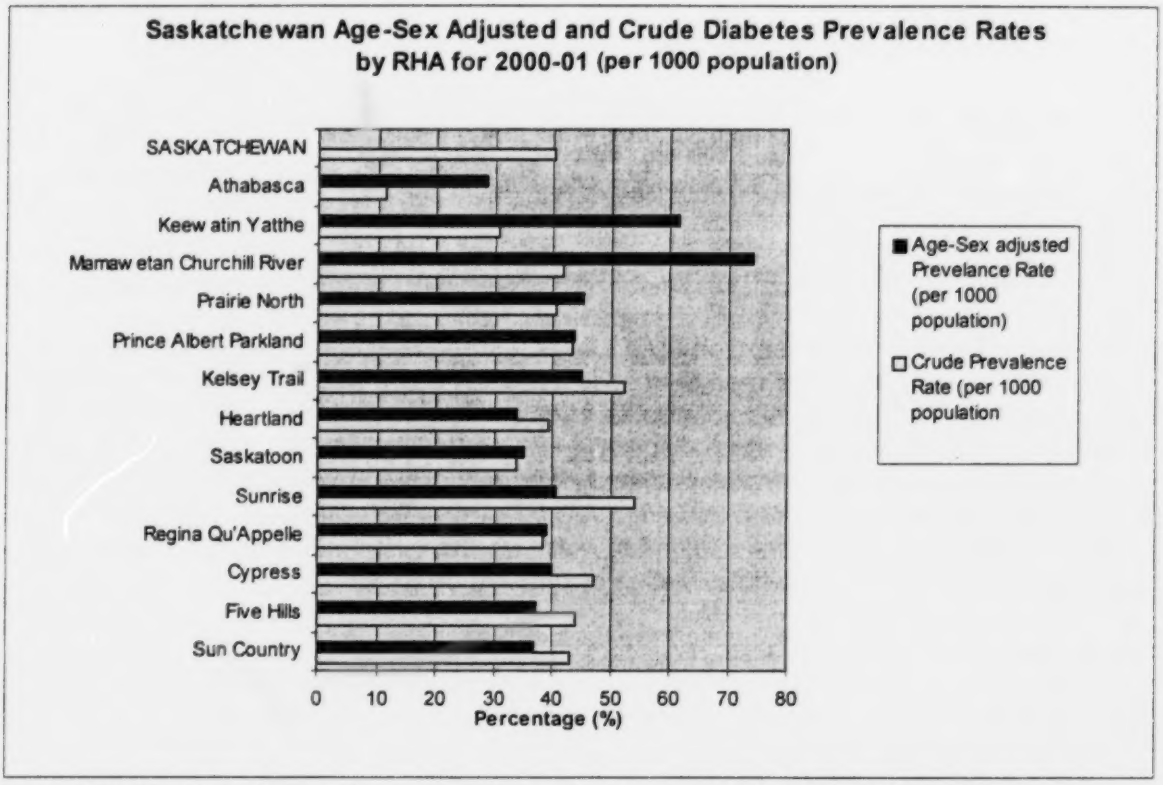
Health Status of Residents

There is a considerable at-risk/vulnerable population (0 to 5 years) along with their families, within certain areas of the region. This is evidenced by the establishment of a provincial targeted *KidsFirst* program in Nipawin, as well as in the Community of Cumberland House through *KidsFirst* North.



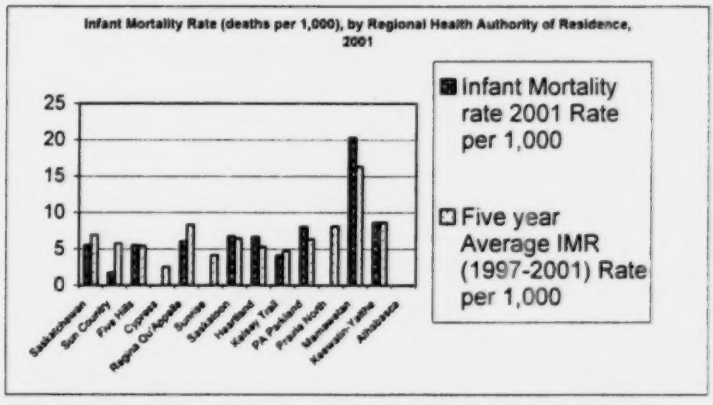
Self-reported health is a general indicator of the overall health status of individuals. It can include what other measures may miss: incipient disease, disease severity, some aspects of positive health status, physiological or psychological reserve, social and mental function. The chart on the left indicates the self-reported health status of residents of Kelsey Trail Health Region, 12-years and over, as compared to other regions in the province as well as to Canada as a whole. (Source: Statistics Canada, Canadian Community Health Survey 2000-01.)

Incidence of Diabetes:



As depicted by the above information, the region has a significantly high incidence of diabetes. Statistics indicate that with 44.8% prevalence rates, the Region ranks fourth highest in the province. This varies in different areas of the region, with the northeastern corner previously ranked third highest in the province in regard to incidence of diabetes.

Infant Mortality Rates:



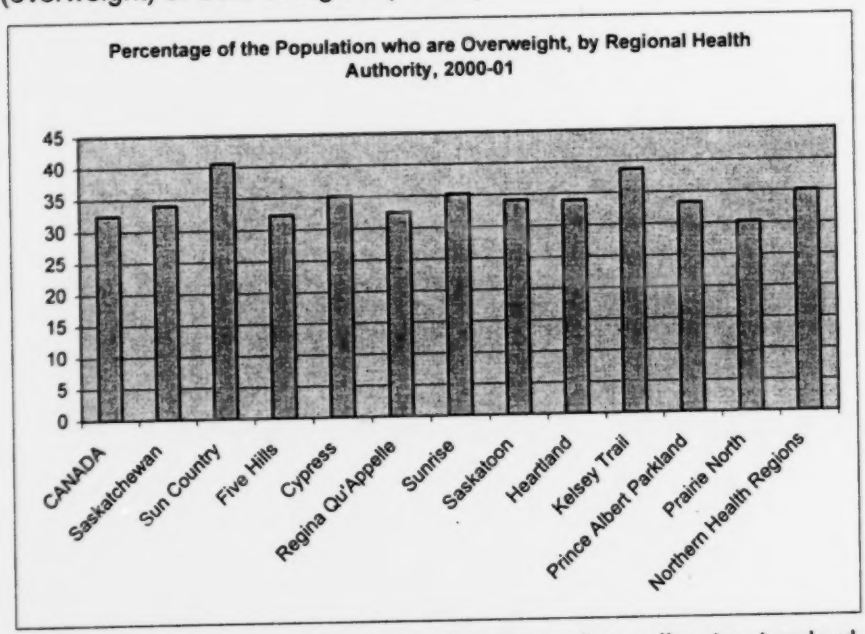
Infant mortality rate is one of the most widely recognized indicators of the overall health of a population. It reflects not only the level of mortality, but also the health status and health care of a population, the effectiveness of preventive care, and the attention paid to maternal and child health, as well as broader social factors such as maternal education, smoking and relative deprivation. Infant mortality is defined as the number of infants who die in the first year of life, expressed as a rate (per 1,000 live births) occurring in that year. (Source: Saskatchewan Health, Population Health)

According to *Saskatchewan Health, Population Health (2001),* the region's average infant mortality rate per 1,000 was approximately 4.1% compared to the provincial average of 5.5%.

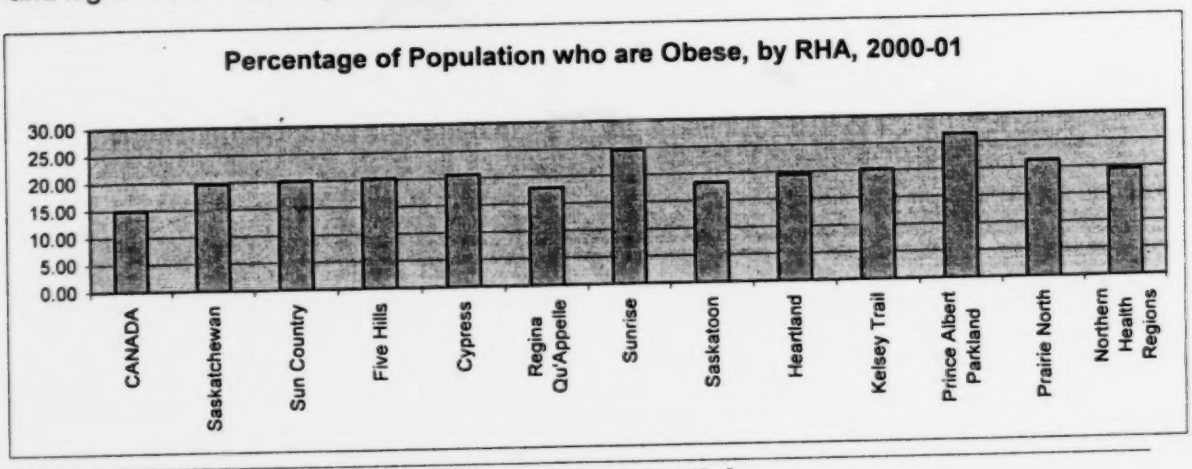
The five-year average Infant Mortality rate for 1997-2001 was 4.7% compared to the provincial average of 6.9/1,000.

Body Mass Index: Overweight & Obesity Rates:

Adult obesity rates are defined based on being classified as having a body mass index (BMI) (International standard and current Canadian standard) of 25.0 to 29.9 (overweight) or 30.0 or higher (obese).



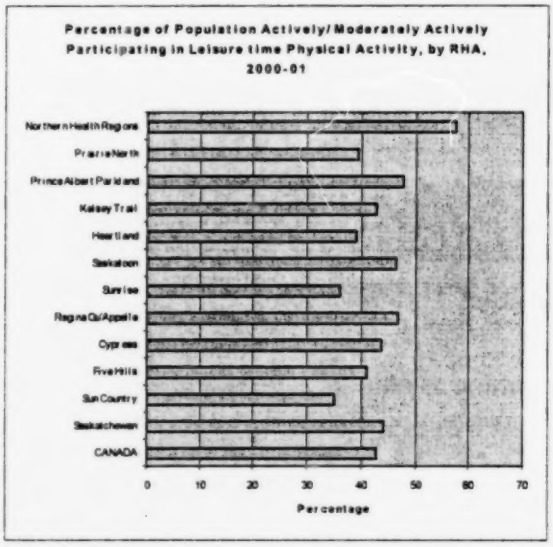
Obesity has been identified as a major risk factor contributing to a number of chronic illnesses such as type 2 diabetes and heart disease. BMI is the most common method of determining if an individual's weight is in the healthy range and is a widely used standard to measure the effects of excess weight as a risk factor for various diseases. According to standard measure, 38.7 % of the population of Kelsey Trail Health region is overweight (2nd highest in the province and higher than national percentage of 32.5%).

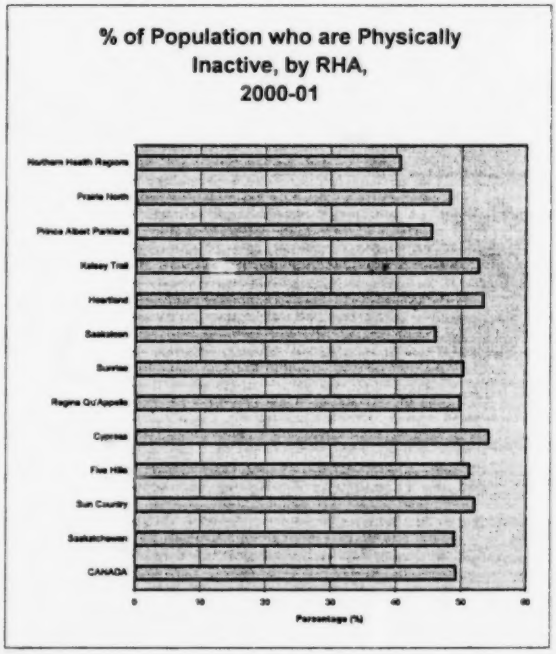


20.2% of the region's population is in the obese category. This is compared to provincial 19.7 % and 14.9% nationally. Reducing the risk of obesity decreases the risk of a number of other chronic conditions such as cardiovascular disease, type 2 diabetes and certain types of cancer.

Participation In Physical Activity:

The following charts demonstrate proportion of the population aged 12 and over who report a physical activity index of "active" and "inactive". Maintaining physical activity is associated with a range of health benefits. Physical inactivity has been identified as a major risk factor for heart disease. Evidence from the National Population Health Survey shows that physically active individuals are less likely to suffer from mental health problems such as depression and that increased physical activity is associated with improved cognition, social interaction and integration. Increased participation in physical activity has also been associated with a reduced incidence of high-risk behaviours (such as smoking, alcohol, substance abuse, and inadequate dietary practices) in teenagers, and youth in general.

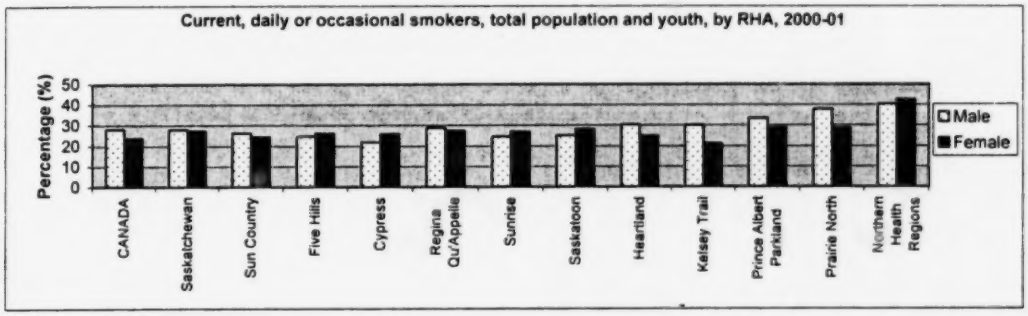




According to Statistics Canada Community Health Survey of 2000-01, 42.7% of Kelsey Trail Health Region's population is active to moderately active. 52.6% indicated they were physically **inactive**. Nationally, 49.1% of Canadians report they are inactive. In Saskatchewan overall, 48.9% report they are inactive.

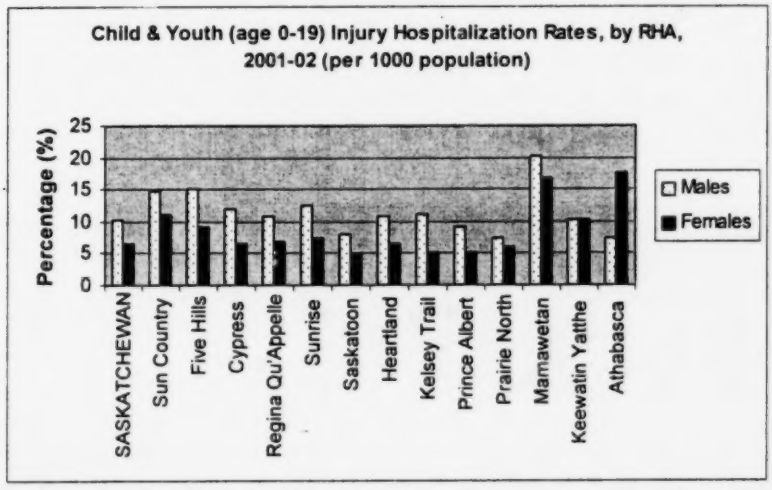
Smoking Rates by Age and Sex:

Tobacco use is the leading cause of preventable illness and death in Canada. Health Canada estimates that smoking is responsible for more than 45,000 deaths per year. This following indicator reflects the proportion of those who report current smoking and is broken down by age groups to highlight the relevance of targeting youth smoking, which remains of particular concern due to the addictive nature of nicotine. It is estimated that approximately eight out of every 10 people who try smoking become habitual smokers. Gender differences are also highlighted. Teenaged girls are now more likely to smoke than adolescent boys and if the increased rates of smoking among young women are not reversed, it is anticipated that lung cancer rates among women will continue to climb.



Statistics Canada's 2000-01 Canadian Community Health Survey indicates that 30% of males, and 21.1% of females 12-years and over in Kelsey Trail Health Region smoked as compared to 27.9% and 27.3% provincially.

Child and Youth (0-19) Injury and Hospitalization Rates, per 1,000:

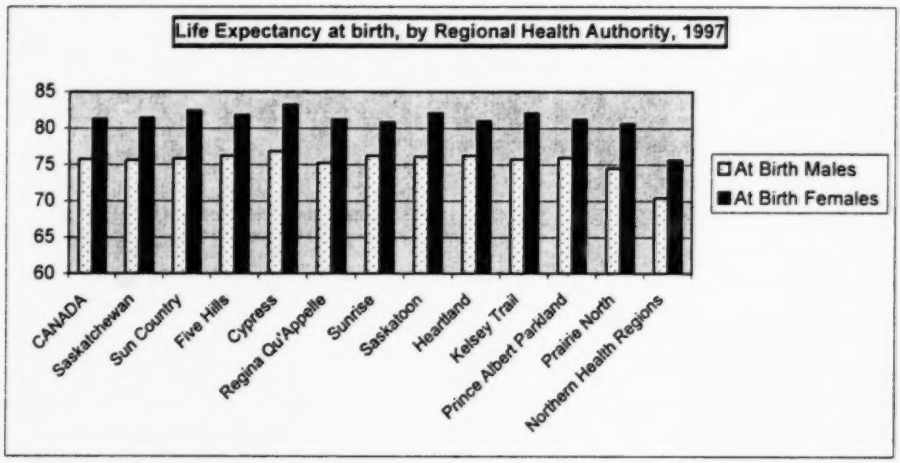


Injury is the leading cause of childhood death in Canada. Injury is a leading cause of hospitalizations among Saskatchewan children and youth. In 1996 Saskatchewan had the highest provincial rate of hospitalizations due to injury for children and youth 0-19. Population public health strategies have demonstrated that injury prevention is possible, if it is focused on the risk factors involved. For example: targeting rural areas for increased awareness regarding farm injury. As the chart indicates, Kelsey Trail Health region's Child & Youth Injury hospitalization rate for males 0-19 years is 11.1/1000 population and 5.2/1000 for females in 2001-02. In the case of females, this is below the Provincial rate of 6.6 per 1,000. The reverse is true for males, where the provincial rate is 10.2 per 1,000.

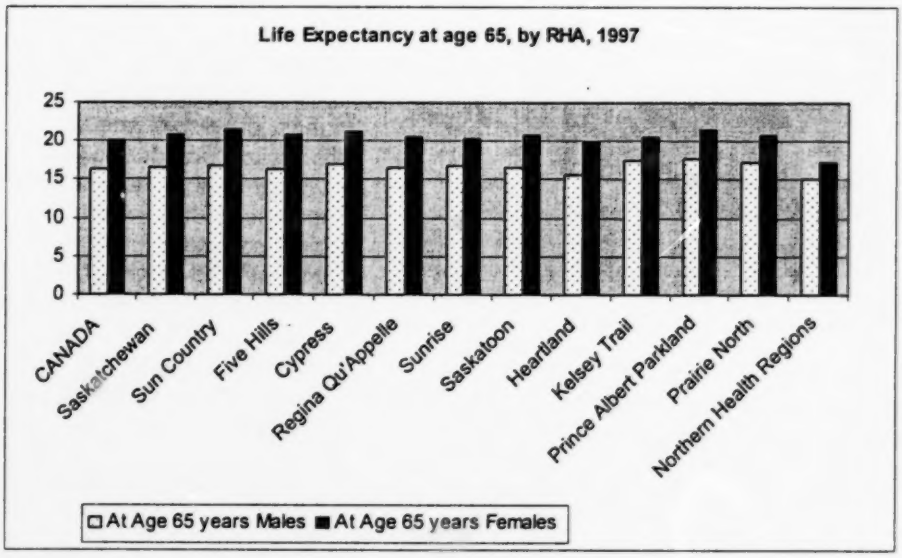
Information regarding the region's incidence of cancer is found in the *Saskatchewan Cancer Control Report, Profiling Trends in Cancer, 1970-2001,* released by the Saskatchewan Cancer Agency. This indicates that Kelsey Trail Health has a cancer prevalence rate of 50 to 59/1000 population. Three regions are shown as having a higher prevalence rate of 60-69/1000. According to the document, the average provincial prevalence rate is 5% (50 per 1000 people).

Life Expectancy:

According to 1997 statistics average life expectancy at birth for females in KTHR was 82.1 yrs. versus 81.4 years provincially and 81.3 yrs for Canada as a whole. For males the average life expectancy at birth for KTHR was 75.7 years versus 75.6 provincially and 75.7 nationally.



Disability-free life expectancy at age 65 averaged 16.7 years for males, and 20.6 years for females in KTHR versus 16.5 and 20.7 years respectively in the province of Saskatchewan.



MAJOR INITIATIVES/ACCOMPLISHMENTS

A primary health provider team was established in Naicam and Carrot River/Arborfield and a leadership team was established at Naicam. Primary Care nurses submitted their applications for Nurse Practitioner licences. A Regional Primary Health planning team was established to promote primary health care development within the region.

In 2003-04 Kelsey Trail was successful in recruiting a Medical Health Officer for the region. The MHO communicates regularly with regional physicians in public health matters such as communicable disease control and pandemic planning.

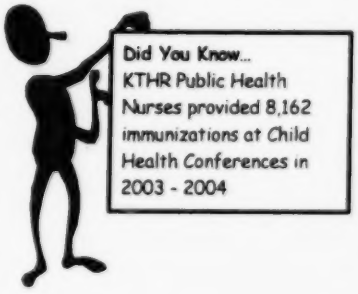
Regional policies for community health programs have been developed and are near completion.

KidsFirst is a program that focuses on reaching those who have little or no prenatal care, teen mothers, and individuals exposed to substance abuse, violence and poverty. It is estimated that $1.5 M is saved for each case of Fetal Alcohol Syndrome that is prevented. *KidsFirst* Nipawin, the region's targeted program, is demonstrating strong successes with at least one parent stating that the program prevented her child from having FAS. The supports provided by the programming address the needs of vulnerable groups. Programming includes family literacy, infant groups, toddler groups, summer play and preschool sessions, teen prenatal care and parenting. In 2003-04 licensed childcare and transportation were provided for the 46% of the program's families attending school. Providing this type of support enabled individuals and families to pursue and complete their education.

Early in 2004 the *KidsFirst* program was relocated to the Oasis Community Resource Centre. The Community Resource Centre is the result of several years of cooperative planning and partnership among community stakeholders including Kelsey Trail Health Region. Forty families have been part of the program. In January 2004 the Saskatoon Health Show filmed a brief video segment featuring the program and highlighting one of the participating families.

In addition to the targeted Nipawin *KidsFirst* program, the non-targeted regional program continues to provide support to regional families and children. This program works closely with the Successful Mothers' Support program to provide for families who are at risk.

Public Health Nursing prepared for the 2004 implementation of the Internet-based Public Health Information System (IPHIS) being utilized by Saskatchewan Health to collect communicable disease information and sexually transmitted infection data.



Public Health Nursing continues to be very involved in the area of health promotion and disease prevention. Extensive work has taken place to support the provincial Breastfeeding Initiative.

As a method of earlier detection of developmental and speech problems, a two-year-old visit has been added to the child health visit schedule. This is a regionally coordinated effort involving Early Childhood Psychology, Speech Language Pathology and Public Health Nursing.

Rabies follow-up has been extensive with investigation of animal bites throughout the region.

Therapy department in Melfort has worked extensively with Human Resources and Parkland Place to set up a workplace wellness initiative for staff.

The region is participating in a Rural and Remote Memory Clinic study whereby telehealth in addition to a streamlined one-day assessment in Saskatoon will provide diagnosis, assessment and management of dementia.

The region continues to participate in a community-acquired Anti-microbial Resistance Study in the communities of Nipawin, Red Earth, Shoal Lake and Cumberland House as part of a five-year study through the Canadian Institute for Health Research.

KTHR initiatives focusing on diabetes were implemented to include diabetic wound management, a diabetes education seminar, risk reduction program, Nutrition for Kids - Nipawin, and support for diabetes education at Cumberland House.

A variety of community projects were supported: SaskFEAT summer program, Eastern Region II Culture Camp, Doll-fins Aquacize group, Youth Health Council, integrated school-linked services, summer youth programming and northeast CPR programming.

Therapy and other health promotion staff have been working across the region with intersectoral groups to promote ***"IN MOTION".*** This is a promotion to attempt to increase physical activity of the region's residents.

Communicable Disease Planning:

The region has been extensively involved with Major Communicable Disease Planning to include planning for pandemic influenza and SARS. The KTHR pandemic plan was completed and stockpiling of supplies has begun. The region collaborated with representatives from surrounding Aboriginal communities to develop a coordinated pandemic plan for aboriginal communities. Pandemic information was distributed to all households in the region through an advertising supplement entitled *Health Focus 2004*. Health education on pandemic influenza for the public took place through media interviews, newspaper articles and distribution of a regional fact sheet series entitled "Health Matters".

Ethics Committee and Process:

The establishment of a regional ethics process was identified during all three former district accreditation surveys. As a result, and as part of its ongoing quality assurance process the region has worked diligently to establish a regional ethics review committee. Membership of the committee has been established, as have consultation processes. The committee has drafted initial policies and handout materials and will be embarking on regional education in the fall of 2004.

Public Confidence Indicator Report:

In November 2003 Saskatchewan Health released the summary report of *Health System Quality Measures Public Confidence Indicators*. Sixteen indicators were measured. The levels for the 16 confidence indicators ranged from 2.82 to 4.16, compared to an "average" response level of 3.00. Three of the 16 indicators were below 3.00, two in the system theme area and the other one in the operations area. The mean (average) response levels in Kelsey Trail Health Region were slightly higher than the provincial average for the three theme areas of Service, Operations, and System. When all 16 indicators were aggregated, Kelsey Trail's overall mean response level of 3.35 is higher than the provincial level of 3.32.

Did You Know (Source: Saskatchewan Health)...

- There were 163,608.83 Acute Inpatient & Day surgery Weighted Cases in Saskatchewan in 2001-02
- Of the above number, 8431 weighted cases were residents of Kelsey Trail Health Region
- 53% of the above were in the Region, with 47% receiving care in another RHA
- There were 4473 acute inpatient & day surgery weighted cases in KTHR hospitals
- The remaining were Acute Inpatient & Day Surgery weighted cases from KTHR who received services in other RHAs:
  - Sun country - 5
  - Five Hills - 5
  - Cypress - 6
  - Regina Qu'Appelle - 137
  - Sunrise - 69
  - Saskatoon - 3066
  - Heartland - 4
  - Prince Albert Parkland - 457
  - Prairie North - 9
  - Mamawetan Churchill River - 3
  - Out of Province - 201

Did You Know...

- In 2003- 04, Home Care provided 50589 meals-on-wheels throughout the region.
- Home Care provided approximately 23,000 units of nursing services regionally
- Home Care provided approximately 89,000 of Home Health Aide services regionally in 2003-04.

PROGRESS AND RESULTS

Governance & Management:

Kelsey Trail Health Region continues to focus on the four common goals that were originally outlined in the *Action Plan for Saskatchewan Health Care*. The region's commitment to these goals is demonstrated through the organizational structure with the implementation of departments responsible for Quality of Care & Client Advocacy, Primary Health Care, Health Promotion, Recruitment and Retention, Research, Pre-Emergency Care, etc. In May 2003, in keeping with the region's commitment to ensuring that goals and objectives will be developed in consultation with its public, partners, stakeholders and staff, the region undertook a variety of unique strategic planning processes that engaged intersectoral and municipal partner and staff representatives to actively participate in determining the Region's goals and objectives. Representatives supported the four goals identified in the *Action Plan for Saskatchewan Health Care* and identified and prioritized objectives for the region. The Region's objectives under each of the goals are categorized as short term (1 to 3 years) and long term (3 to 5 years +). (See pages 2 & 3 of this document for details.)

The authority and senior management met again in November 2003 to review programs and services in relation to the Action Plan, and budget projections and future demographics.

Quality:

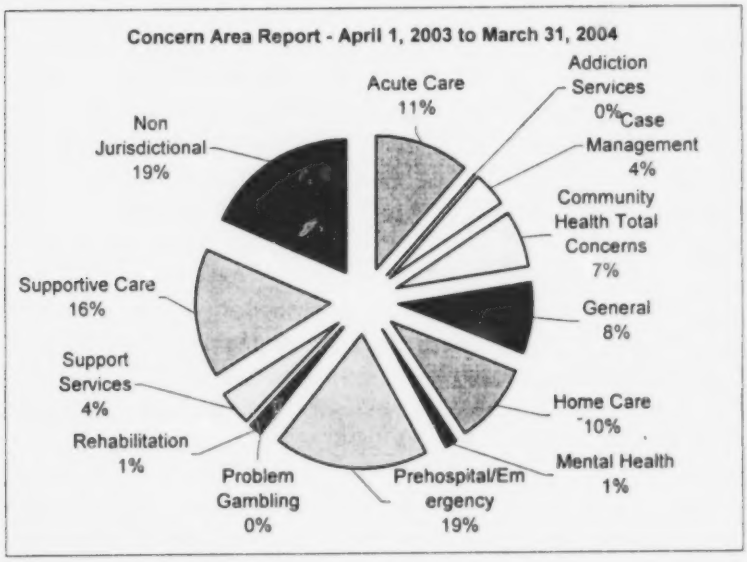
Accreditation:

Due to the fact that all three former districts had been accredited just prior to amalgamation, Kelsey Trail Health Region has not yet undergone regional accreditation by the Canadian Council of Health Service Accreditation (CCHSA). The Region's accreditation is scheduled for late January 2005. In preparation for the accreditation regional quality improvement teams have been developed and are actively addressing required standards and development of performance/outcome indicators. A formal process has been developed whereby all QI teams report indicators and progress quarterly to the Leadership/Partnership team, and through that team to the RHA board. The process allows teams to also receive feedback and direction back from the Board/Leadership Team. A steering committee chaired by the Quality of Care Coordination team and comprised of the leaders of all QI teams, and including board representation directs the formal accreditation process.

In order to provide information regarding the region's Quality Improvement Program, including, the accreditation process, to all staff, a quarterly publication entitled, *The Focus*, has been developed. The publication features various teams and performance indicators as well as providing other information about quality improvement and risk management regionally.

Critical Incident Reporting policies, in keeping with Provincial requirements are in place. Regional Concern Handling, Risk Management and Occurrence reporting policies have been implemented. Processes have been developed to ensure reporting as required, and education has been provided to all programs and services within the Region. Regular and ongoing contact is maintained with the Provincial Quality of Care Coordinators through regular meetings. No critical incidents have been reported in Kelsey Trail Health Region during 2003-04.

Concern Handling Process:

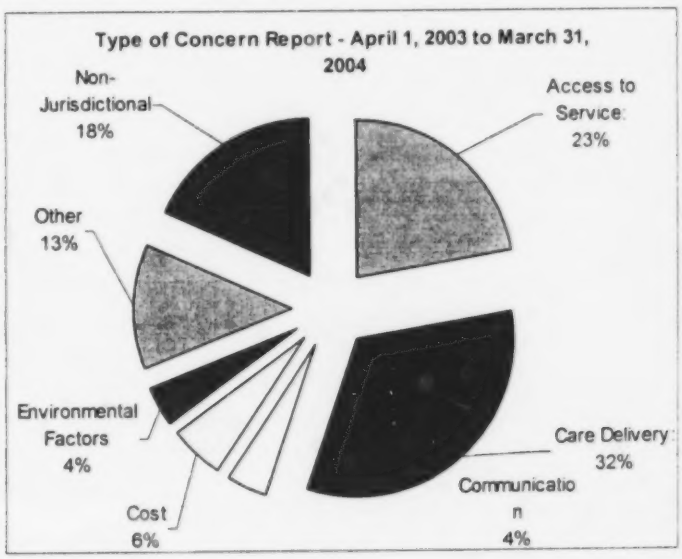


Kelsey Trail Health Region has established a regional concern handling process. A team of two Quality of Care Coordinators follows an established process to handle client concerns. The graph on the left indicates the various concern areas reported.

The types of concerns reported are also indicated in chart form as follows.

Care Delivery, access to services, and Non-jurisdictional issues are the three primary types of concerns reported by clients.

71 client concerns were received in the period April 1, 2003 to March 31, 2004. 83.1% of those concerns were resolved in an average turnaround time of 4.3 days. Resolution time of less than 30 days is considered to be acceptable. Outcome for concerns handled in the period is that 100% of all concerns had been completed or required no further action at March 31st.



Human Resources:

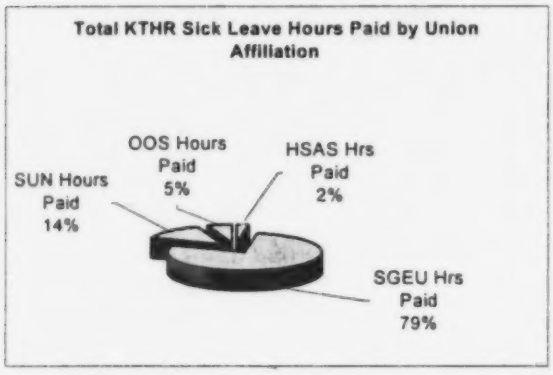
The Region participates monthly on the Provincial Health Human Resources sub-committee to discuss human resource planning and strategies. The sharing of information and strategic planning related to staffing needs of the province has proven most beneficial.

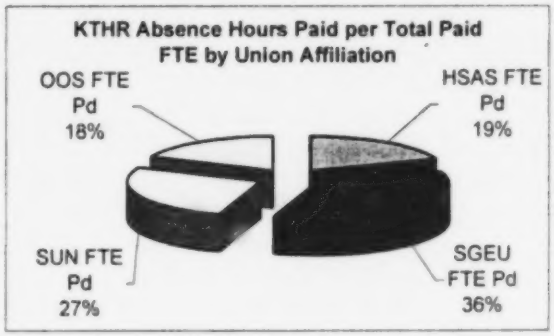
A regional human resource plan has been established identifying a workforce profile, an environmental scan, recruitment and retention strategies, volunteer services, a healthy workplace and staff development and education. The plan clearly recognizes healthcare workers as Kelsey Trail Health Region's most valuable resource.

It is clearly understood that the development of a representative workforce within the region recognizes the Aboriginal population. Initiatives to prepare the workforce, encourage Aboriginal communities to consider healthcare as a career choice, and support for an Aboriginal scholarship are examples of the region's commitment to this initiative.

An attendance and disability support program has been implemented. Initiatives such as policy development, reporting systems, staff awareness and training sessions for managers have occurred recognizing that attempts must be made to support employees in attending work on a regular basis and to support returning to work following disability or injury.

The attached charts indicate the total percentage of sick leave hours paid out in Kelsey Trail Health region by union affiliation as well as the absence hours paid per total paid FTE (full time equivalent) by union affiliation. KTHR paid 77,723.76 total hours (227.27 FTE) of sick time overall.





Financial support for staff development and continuing education are viewed as investments into the valuable human resources of the region. Several educational opportunities within the region have been coordinated during this fiscal year. In addition an educational assistance policy has been developed to support employees pursing healthcare-related training. Contribution to education by Nipawin Region Health Foundation is valued and recognized.

There has been considerable success in supporting employees using their full scope of practice. Licensed Practical Nurses have been introduced into the majority of healthcare sectors. In addition, EMS personnel have been integrated into home care and long term care in certain locations within the region.

Financial:

The authority has worked with Saskatchewan Health to develop a multi-year financial plan for the region. This has been a challenging exercise to remain within fiscal boundaries and provide health services to the region.

Information Management:

As a result of regionalization there was an immediate need to bring together the information networks of the former districts. By taking a collaborative approach prior to amalgamation this was accomplished early in the process, laying the foundation for the regionalization of many of the region's information systems. This has improved the ability to coordinate the delivery of services and provide information for reporting purposes.

In conjunction with Health Information Solutions Centre (HISC) and the provincial Chief Information Officer forum the region has developed a strategic Information Technology plan that aligns regional priorities with provincial objectives. This approach ensures participation in the implementation of any provincially sponsored information solutions.

Membership on the provincial privacy task group has provided a mechanism for becoming compliant with recent provincial privacy legislation (HIPA). In addition, the region is developing an information management plan to guide the collection, use, protection and dissemination of information within and outside the organization.

Communication and Issues Management:

The Regional Health Authority works with Saskatchewan Health, the Minister of Health, and other regional health authorities to effectively plan and coordinate communication approaches to build public support and awareness for delivery of health care services. To accomplish this, chairs meet regularly with the Minister and his staff; CEO's meet with the Deputy Minister and staff; and senior managers participate in regular provincial forums such as Provincial Joint Communications, Acute and Emergency Services, Long Term and Community Services, Human Resources and Financial Services.

Local issues are addressed through a regional quality assurance process, as well as accommodating concerned clients or the public through other medium such as authority meetings or meetings with staff.

A number of regular communication mediums have been developed and/or enhanced to ensure distribution of information to staff and the public. Examples include:

- Development of a regional newsletter entitled *Kelsey Trail News*
- Development of a regional quality improvement bulletin entitled, ***The FOCUS***, *Quality of Care*
- Development of Intranet system accessible to all staff. Includes regional information, policies, staff appreciation events, etc.
- Establishment of a regional website.
- Regular public information such as Health Matters fact sheets that target topics such as: West Nile Virus, Handwashing, Lice Information, Influenza Immunization information, etc.

Capital:

The Regional Health Authority manages capital equipment assets through the following methods/practices:

- inventory controls;
- provision of regular and preventative maintenance by maintenance staff and/or contracted bio-medical staff for medical equipment;
- annual review of capital equipment needs to ensure replacement as required on a timely basis, and to ensure adequate facilities and equipment to provide services.

Reporting

The Regional Health Authority provides reporting to the public, the Minister of Health and Saskatchewan Health through the following methods:

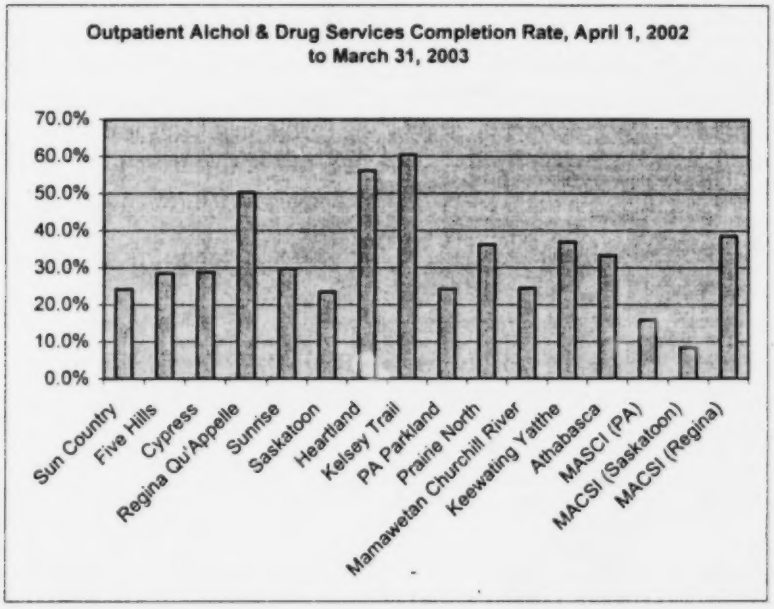
- Annual report including financial information, and population health status information
- Regular reports of monthly board meetings

The Regional Health Authority works with Saskatchewan Health to develop operational, financial and health service plans.

The Regional Health Authority provides statistical reports on an annual basis and through the establishment and implementation of a standardized regional utilization gathering process is working toward providing this information to the authority on a more timely basis.

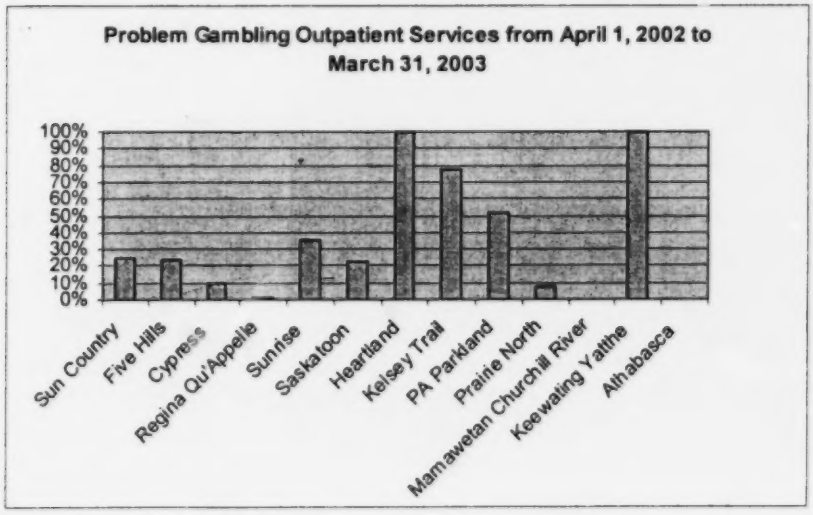
Core Indicators for Progress and Results:

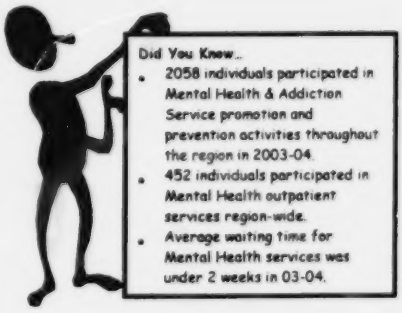
Community Care Indicators:



All figures are service based and include principal and collateral clients. Figures include only outpatient services and exclude methadone, St. Louis follow up, and SGI outpatient services. KTHR had a total case disposition of 855 cases with a completion rate of 60.5%, highest among provincial services.

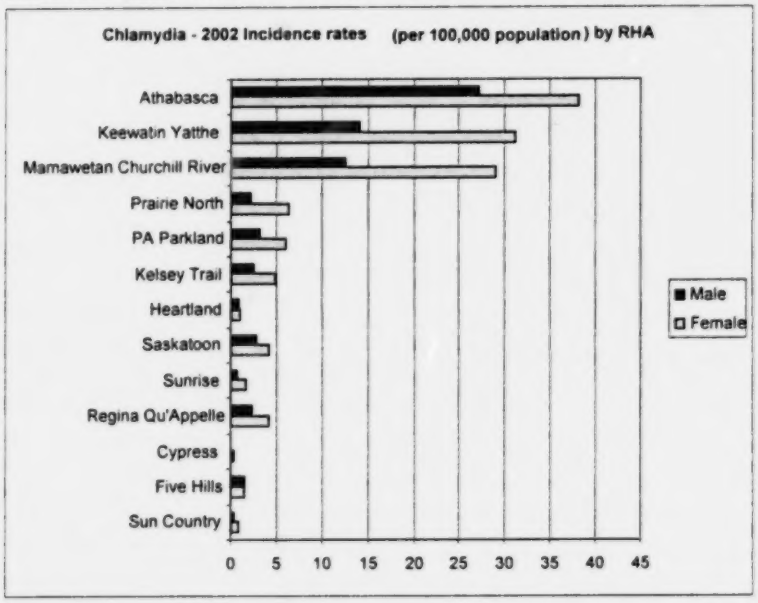
Problem Gambling Outpatient services case disposition rate was 77.78% as compared to the provincial average of 21.43%. Total cases for the period were 22 cases.



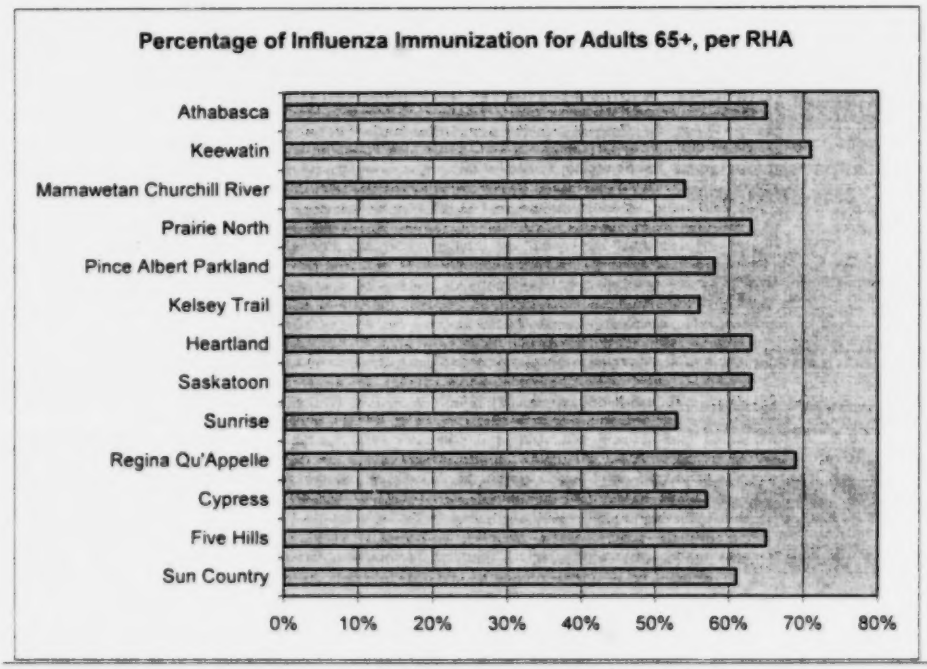

Did You Know...
2058 individuals participated in Mental Health & Addiction Service promotion and prevention activities throughout the region in 2003-04.
452 individuals participated in Mental Health outpatient services region-wide.
Average waiting time for Mental Health services was under 2 weeks in 03-04.

Population Health Indicators:

It is mandatory to report communicable, sexually transmitted diseases such as Chlamydia. Case rates are a proxy for high risk, unprotected sexual activity. The information may be loosely associated wit the effectiveness of public health messaging on disease prevention and harm reduction. This is a reportable communicable disease therefore case information is accessible from both health providers and laboratory.



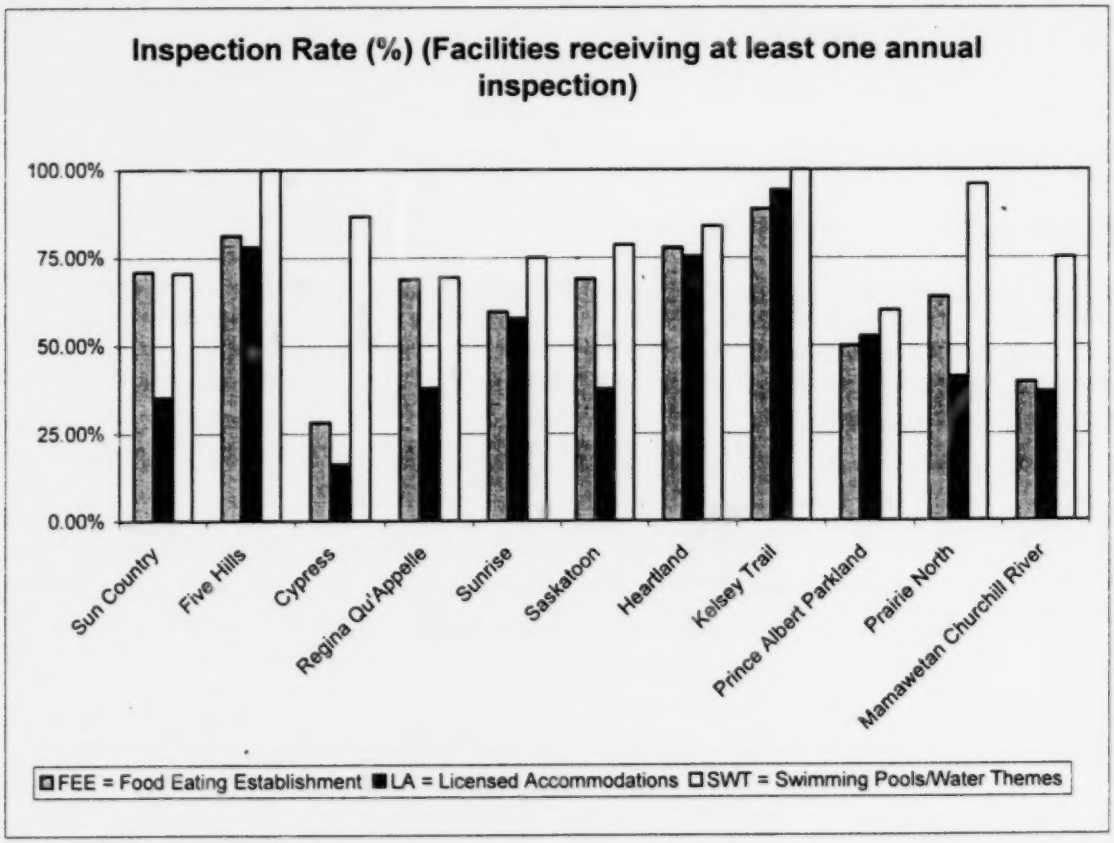
Influenza Immunization for Older adults:



The graph on the left shows the percentage of immunization for KTHR's 65+ population. 56% of the region's over-65 year population received flu immunization in 2002-03.

Public Health Act Regulated Facilities:

The environmental health program objectives are to reduce the number of environmental hazards and the spread of communicable disease, particularly illness related to food, water and shelter. The majority of the program is based on regulatory mandate as outlined in various regulations and acts. There was a 100% inspection rate of all regional facilities requiring licensing to operate such as: eating establishments, public accommodations, campgrounds, slaughterhouses, and public swimming pools. This is the highest overall inspection rate in the province. All meat processors were inspected to relay new standards for the removal of specified risk material (SRM) as part of Bovine Spongiform Encephalopathy (BSE) control measures. Bacteriological testing on all liquor outlets was conducted to access glass-washing sanitization efficiency. Indoor Air Quality Surveys and testing were conducted on all rinks with artificial ice.



Tobacco Control Act compliance inspections were conducted in all health-regulated facilities and 100% full compliance was obtained. A summer Tobacco Educator student visited 505 public facilities and businesses with public access. It was ascertained that 65% regional compliance to TCA requirements in these facilities not routinely inspected was achieved under our program. While several suspected food borne illnesses were investigated, there were no confirmed cases to report.

New Drinking Water standards for public water supplies resulted in 146 inspections of 135 public water supplies, 569 consultations, 150 field visits and 607 water samples collected. Eight Emergency Boil Water Orders (EBWO) were issued as a result of contamination detected by sampling. Likewise, the region assisted with and reacted to ten Precautionary Drinking Water Advisories issued to municipalities by Saskatchewan Environment.

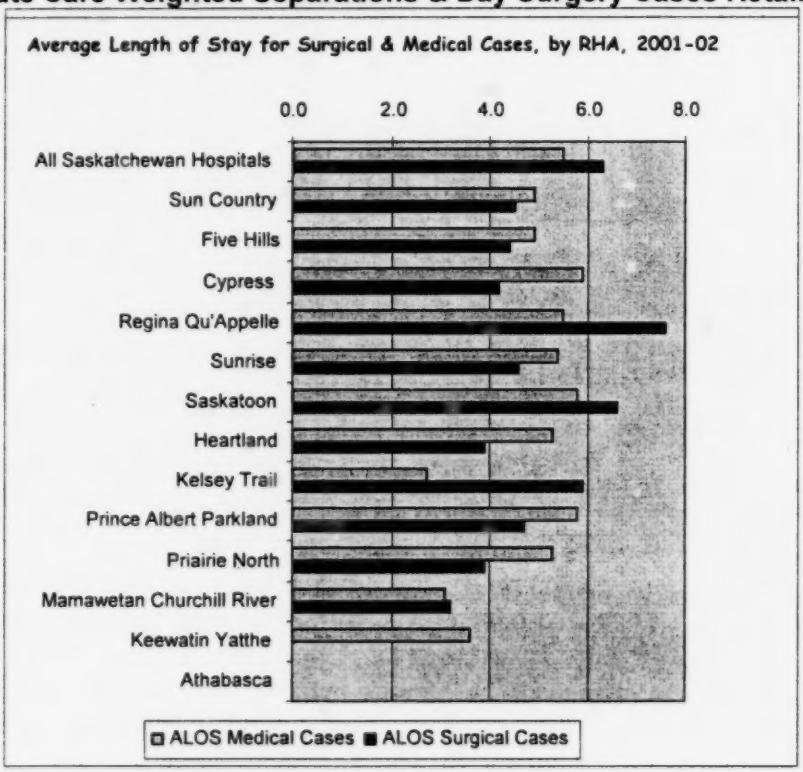
Two dwellings were declared unfit for occupancy, 88 complaints were received and investigated and 50 housing inspections were conducted regionally upon request.

The onset of West Nile Virus in our province resulted in the public health inspection program handling and coordinating numerous inquiries from dead bird collection needed for surveillance to municipal grant applications for mosquito control programs. In cooperation with municipalities the region operated three mosquito light traps to sample the extent and kind of mosquitoes in the region for additional surveillance.

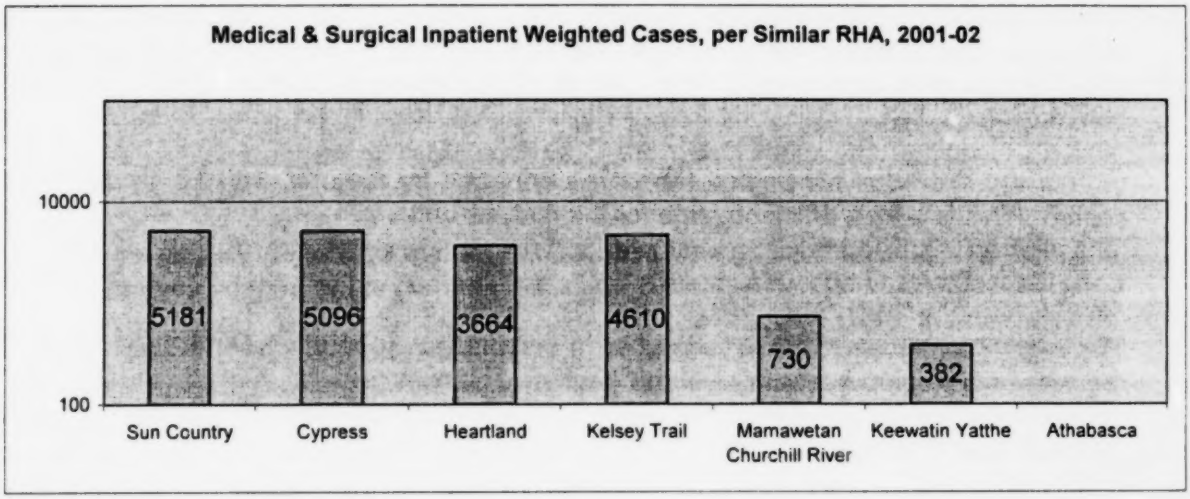
282 food handlers were certified in the region by way of 13 various courses conducted throughout the region. As well, 23 swimming pool operators were certified in a course conducted prior to summer.

Acute & Emergency Services Indicators:

Acute Care Weighted Separations & Day Surgery Cases Retained in the Region:



Inpatient Average Length of Stay (ALOS) compared to ALOS in similar regions for medical cases:



Emergency Response Services:

The Kelsey Trail Regional Health Authority is part of the Provincial Acute and Emergency Services Group whose aim is to foster a climate of cooperation among RHA's. RHA's are working toward collaborate efforts that would see wait times diminish in tertiary centres. Efforts have as yet to produce dramatic change however, a more cooperative climate is emerging and it is expected that over the next year thre will be results that will be measurable.

The RHA has contracted Central Answering Services Prince Albert as the regional dispatch system. Presently all services are dispatched by the rural area dispatch centres. Progress has been made to coordinate dispatch services from one regional provider to another. When if effect, this will enable a more coordinated and efficient transport to and from tertiary centres.

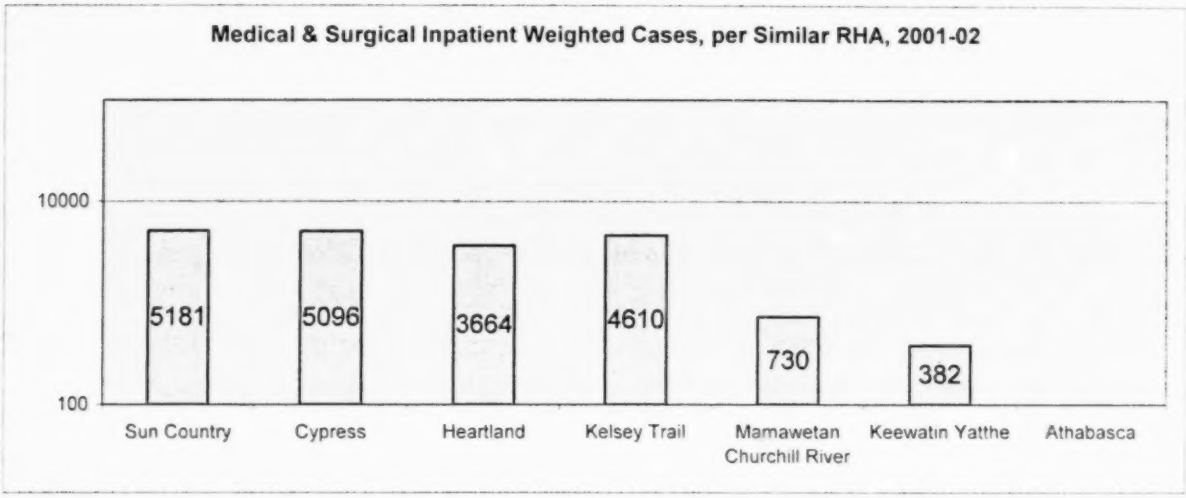
KTHR has ALS services in Melfort, Tisdale, Kelvington and Nipawin. Services meet recommended response time as indicated in the EMS Development Project (2000) and the Saskatchewan Health Accountability document.

The region is presently providing EMT-level staffing on 90% of all calls and is working toward having this level of provider service as the minimum standing in the region.

Acute Care:

The six hospitals identified in the accountability document are operational and the region has managed to maintain minimum staffing levels. Recruitment remains a concern as staff leave from the region or retire.

Inpatient Average Length of Stay (ALOS) compared to ALOS in similar regions for medical cases:



Emergency Response Services:

The Kelsey Trail Regional Health Authority is part of the Provincial Acute and Emergency Services Group whose aim is to foster a climate of cooperation among RHA's. RHA's are working toward collaborate efforts that would see wait times diminish in tertiary centres. Efforts have as yet to produce dramatic change however, a more cooperative climate is emerging and it is expected that over the next year thre will be results that will be measurable.

The RHA has contracted Central Answering Services Prince Albert as the regional dispatch system. Presently all services are dispatched by the rural area dispatch centres. Progress has been made to coordinate dispatch services from one regional provider to another. When if effect, this will enable a more coordinated and efficient transport to and from tertiary centres.

KTHR has ALS services in Melfort, Tisdale, Kelvington and Nipawin. Services meet recommended response time as indicated in the EMS Development Project (2000) and the Saskatchewan Health Accountability document.

The region is presently providing EMT-level staffing on 90% of all calls and is working toward having this level of provider service as the minimum standing in the region.

Acute Care:

The six hospitals identified in the accountability document are operational and the region has managed to maintain minimum staffing levels. Recruitment remains a concern as staff leave from the region or retire.

Province-Wide Services:

Kelsey Trail Health Region continues to provide satellite Renal Dialysis services at the Tisdale Hospital. Together with St. Paul's Hospital, the RHA completed the purchase and installation of four new dialysis machines in 2003-04. The region has maintained staffing a high standard of care and service in dialysis. The service functions near capacity six days per week. The unit is well supported by physicians, staff and communities.

In 2003-04 1748 dialysis treatments were performed by the unit, with 12 clients being served. This is a 93% efficiency rate for the dialysis unit.

Long Term Care:

The region continues to provide long term institutional supportive services in the 479 regular and respite beds across the region. Recruitment of qualified health care workers remains a challenge. The region strives to provide an acceptable staff mix that supports quality care.

Did You Know...

- New drinking water standards for public water supplies result in:
  - 146 inspections of 136 public water supplies
  - 569 consultations
  - 150 field visits
  - 607 water samples collected.

Miscellaneous Regional Did You Knows...

- 89% of respondents to a Melfort area home care survey reported that they were able to meet their needs following discharge.
- KTHR Staff Flu immunization program saw 47% of KTHR staff receiving flu immunization in 2003-04
- 241 food handlers were certified through Food Handling courses in 2003-04
- A pilot "home study safe food handling" certification course saw and additional 41 people complete the program successfully.
- 838 formal Public Health inspections and 997 field visits in 2003-04
- 3121 visits to podiatry services region-wide.
- Approximately 30,000 hours of volunteer services were provided region-wide.
- 23 families (43 children) were able to benefit from the Successful Mother's Support Program.

CHALLENGES AND FUTURE DIRECTIONS

The region has identified a number of challenges and initiatives for future direction. Achieving the Region's first regional accreditation in 2005 is seen as both a goal and somewhat of a challenge due to the vast geographic nature of the region and the somewhat limited human resources.

Learning about and achieving requirements of the new Health Information Protection Act will provide significant challenges as we move steadily forward into the future.

To promote activity in individuals at risk for developing diabetes, the Therapy and Health Promotion departments plan to offer a pre-diabetes education group in 2004.

Primary Health Care team development is a focus for the upcoming year. A provincially funded position will be implemented in the region to work with health care providers, physicians, intersectoral partners and the community at-large, providing education, facilitation, evaluation and mentorship and support in the areas of research and evidence-based practice for primary health care teams across the region. It is planned to explore the potential for an integrated primary health service approach for Melfort public health through a possible move to a vacant floor of Melfort Hospital.

Implementation goals for community health services are being developed using data from intersectoral planning and department review processes such as the mental health and addiction services provincial review.

The region is working with its partners to develop an intersectoral health promotion strategy that will address the four main areas identified in the *Population Health Promotion Strategy for Saskatchewan.*

Continued integration and co-location of departments such as Tisdale Home Care, Melfort Mental Health and Addition Services is an important focus of community health services.

Other challenges that the region will encounter as it moves into the future is in the need for stockpiling supplies related to Major Communicable Disease planning. Emerging public health issues such as West Nile Virus and increasing requirements in the area of water will create significant challenges for Public Health Inspection.

Community Health Services will expand its focus on early childhood learning by working with a variety of partners to plan a regional education session.

Further implementation of information systems such as the Procura Home Care database will provide the region with statistical data to measure effectiveness and efficiency. Home Care services will continue to strive to make the best use of existing resources. Home Care will improve services by focusing on consistency and best-practice approaches across the region.

Infection control, palliative care committees and physical environment team will focus on quality improvement and regional policy development. These areas span the continuum of care and require multi-level system involvement.

Regional policies on placement for respite and long term care will be developed with a focus on proactive approaches to these challenging areas.

The region will face challenges in the area of educating personnel and implementing regional policy for the provincial Breastfeeding Friendly Initiative due to the sheer magnitude of the program.

The region will continue to explore the feasibility of expansion of Telehealth and/or videoconferencing in the region as a strategy for cost-effectiveness.

The region will implement consistent formats and process for gathering utilization information from all regional facilities. Ongoing development of outcome measures will assist with quality improvement and will ensure evidence-based decision-making.

MANAGEMENT DISCUSSION AND ANALYSIS

The Region has experienced a deficit of $1.2 M for the year-ended March 31, 2004. This deficit was only partly predicted. This, along with ongoing allocations to capital and reserves has severely reduced the Region's working capital.

The reductions in working capital will create implications for the Region in both operations and capital equipment purchasing. Limited funds are available and the region will need to finance some urgent equipment for the upcoming year.

The region's goals of maintaining lines of communication continue to be met. Front-line staff, community partners, and other stakeholders are kept informed of happenings in Kelsey Trail Health Region through a variety of methods including: news releases, Board Highlights, *Kelsey Trail News* newsletter, Quality of Care newsletter, *The Focus*, staff Intranet, regular meetings, and a public internet website (www.kelseytrailhealth.ca.)

- The region has appropriately, and in a timely manner, met the requirements of Saskatchewan Health;
- Standardization continues to progress according to plans. Much has been accomplished in the area of regional policy, and work continues;
- The region's inability to accomplish some of the operational plans has resulted in a deficit of $1.2 M as previously mentioned.

Capital Construction Projects:

Parkland Place longterm care facility in Melfort was completed in July 2003 and residents moved in at the beginning of September 2003. Many residents moved from the existing Parkland Regional Care Centre, a building owned by Saskatchewan Property Management Corporation. As well, residents moved from the 1st floor of Melfort Hospital. The region is presently carrying out a review of possible occupancy of this 1st floor space.

In July 2003 the region was notified of the availability of capital funding through the Provincial Life & Safety Fund, in the amount of $460,000, to repair and/or replace the roof at Nipawin Hospital and Pineview Lodge facilities. Discussions with municipal stakeholders were undertaken in summer and fall of 2003-04. Work on both projects will be undertaken and completed early in 2004-05.

MANAGEMENT REPORT

The accompanying financial statements are the responsibility of management and have been approved in principle by the Authority. The financial statements have been prepared in accordance with Canadian Generally Accepted Accounting Principles and the Financial Reporting Guide issued by Saskatchewan Health, and of necessity includes some amounts that are based on estimates and judgments. The financial information presented in the Management's Discussion and Analysis and elsewhere in this report is consistent with that in the financial statements.

Management maintains appropriate systems of internal control, including policies and procedures, which provide reasonable assurance that the Region's assets are safeguarded and that financial records are relevant and reliable.

The Authority members carry out their responsibility for the financial statements through *a "committee-of-the-whole".* The Authority meets with Management to discuss and review financial matters. The appointed auditor has full and open access to the *Authority.*

The appointed auditor conducts and independent audit of the financial statements. His/her examination is conducted in accordance with Canadian Generally Accepted Auditing Standards and includes tests and other procedures, which allow him/her to report on the fairness of the financial statements.

Gordon E. Denton
Chief Executive Officer

Shane Merriman
Chief Financial Officer

FINANCIAL SUMMARIES

Neumann & Neumann
Chartered Accountants

To the Board of Directors
Kelsey Trail Regional Health Authority

AUDITORS' REPORT

We have audited the Statement of Financial Position of the **Kelsey Trail Regional Health Authority as at March 31, 2004** and the Statements of Operations and Changes in Fund Balances and Cash Flows for the year then ended. These financial statements are the responsibility of the Health Authority's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We have conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In our opinion, these financial statements present fairly, in all material respects, the financial position of the Kelsey Trail Regional Health Authority as at March 31, 2004 and the results of its operations and the changes in its financial position for the year then ended in accordance with Canadian generally accepted accounting principles.

Chartered Accountants

Nipawin, Saskatchewan
May 19, 2004

KELSEY TRAIL REGIONAL HEALTH AUTHORITY
STATEMENT OF FINANCIAL POSITION
As at March 31, 2004

Statement 1

	Restricted Funds				
	Operating Fund	Capital Fund	Community Trust Fund	Total 2004	Total 2003 (Note 10 & 11)
ASSETS					
Current assets					
Cash and short-term investments (Statement 3)	$ 3,487,122	$ 1,471,654	$ 1,849,135	$ 6,807,911	$ 8,681,852
Accounts receivable					
Saskatchewan Health - General Revenue Fund	1,045,077	730,018	-	1,775,096	2,755,199
Other	1,912,285	47,902	-	1,960,187	1,240,043
Inventory	992,740	-	-	992,740	974,842
Prepaid expenses	435,815	-	-	435,815	557,392
	7,873,039	2,249,574	1,849,135	11,971,749	14,209,328
Investments	50,000	485,622	590,453	1,126,075	1,350,380
Other Assets	12,403	-	-	12,403	12,403
Capital assets (Note 3)	-	54,204,787	-	54,204,787	51,068,036
Total Assets	$ 7,935,442	$ 56,939,983	$ 2,439,588	$ 67,315,014	$ 66,640,147
LIABILITIES & FUND BALANCE					
Current liabilities					
Accounts payable	$ 1,143,323	$ 160,499	$ 10,671	$ 1,314,493	$ 1,408,045
Accrued salaries	2,319,036	-	-	2,319,036	1,831,106
Vacation payable	4,130,765	-	-	4,130,765	3,927,592
Mortgages payable – current (Note 5)	-	301,966	-	301,966	282,281
Deferred Revenue (Note 6)	212,462	-	-	212,462	232,361
	7,805,586	462,465	10,671	8,278,722	7,681,385
Long Term Leases Payable	-	-	-	-	-
Mortgages payable (Note 5)	-	10,708,763	-	10,708,763	11,059,214
Total Liabilities	7,805,586	11,171,228	10,671	18,987,485	18,740,599
Fund Balances:					
Invested in capital assets	-	43,194,058	-	43,194,058	39,726,541
Externally restricted	-	858,391	2,428,917	3,287,308	3,798,398
Internally restricted	-	1,716,307	-	1,716,307	2,989,152
Unrestricted	129,857	-	-	129,857	1,385,457
Fund balances – (Statement 2)	129,857	45,768,755	2,428,917	48,327,529	47,899,548
Total Liabilities & Fund Balances	$ 7,935,442	$ 56,939,983	$ 2,439,588	$ 67,315,014	$ 66,640,147

Approved on behalf of the board:

_____

_____

(See accompanying notes to the financial statements)

KELSEY TRAIL REGIONAL HEALTH AUTHORITY
STATEMENT OF OPERATIONS AND CHANGES IN FUND BALANCES
For the Year Ended March 31, 2004

Statement 2

	Operating Fund			Restricted			
	Budget 2004	2004	2003 (Note 10 & 11)	Capital Fund 2004	Community Trust Fund 2004	Total 2004	Total 2003 (Note 10 & 11)
REVENUES							
Saskachewan Health - General Revenue	$ 59,110,664	$ 59,218,397	$ 56,001,769	$ 4,107,617	$ -	$ 4,107,617	$ 10,236,845
Other Provincial Revenue	837,794	860,747	497,140	423,453	-	423,453	471,685
Federal Government Revenue	17,750	41,400	17,935	-	-	-	54,187
Funding from other Provinces	-	-	-	-	-	-	-
Special Funded Programs	-	-	-	-	-	-	-
Patient Fees	6,390,644	6,476,813	6,316,711	-	-	-	-
Out of Province Revenue (Reciprocal)	400,908	411,835	484,412	-	-	-	-
Out of Country Revenue	7,600	8,393	12,372	-	-	-	-
Donations	30,000	25,496	27,183	1,181,586	137,339	1,318,925	461,966
Investment Revenue	216,000	157,743	212,313	93,291	73,947	167,238	169,884
Ancillary Revenue	720,417	600,069	762,067	-	17,928	17,928	17,928
Recoveries	207,445	303,648	202,818	-	-	-	-
Other Revenue	59,648	118,113	78,968	62,480	-	62,480	1,615,583
	67,998,870	68,222,654	64,613,688	5,868,427	229,214	6,097,641	13,028,078
EXPENSES							
Province Wide Acute Care Services	529,900	503,365	470,565	-	-	-	-
Acute Care Services	23,233,183	23,569,558	22,370,923	2,095,144	571	2,095,715	2,172,092
Physician Compensation - Acute Care Specialists	1,124,460	1,086,198	833,007	-	-	-	-
Supportive Care Services	27,238,410	27,938,390	27,100,461	2,102,229	855	2,103,084	1,977,863
Home Based Service - Supportive Care	382,772	385,749	374,319	11,202	-	11,202	36,407
Population Health Services	3,289,158	3,207,994	2,789,499	30,285	-	30,285	35,764
Community Care Services	787,328	713,786	668,802	6,886	-	6,886	7,700
Primary Health Care Services	1,637,537	1,777,016	1,540,557	138,560	-	138,560	98,014
Emergency Response Services - RHA	2,114,418	2,097,849	1,956,809	3,450	-	3,450	5,065
Mental Health Services - Inpatient	743,471	785,320	823,855	428	-	428	130
Addictions Services - Residential	504,740	458,579	373,657	245	-	245	255
Physician Compensation - Community Services	1,266,587	1,264,990	1,131,589	-	-	-	-
Program Support Services	4,507,749	4,992,249	3,950,644	109,554	-	109,554	400,438
Special Funded Programs	631,527	611,436	405,591	-	-	-	-
Ancillary	-	426	-	-	-	-	-
Total Expenses (Schedule 1)	67,991,240	69,392,905	64,790,278	4,497,983	1,426	4,499,409	4,733,728
Excess (Deficiency) of revenues over expenses	$ 7,630	(1,170,251)	(176,590)	1,370,444	227,788	1,598,232	8,294,350
Fund Balances, beginning of year - as previously stated		2,298,718	3,013,854	42,806,470	2,794,359	45,600,829	36,767,934
Prior period adjustment (Note 11)		(913,261)	-	913,261	-	913,261	-
Fund Balances, beginning of year - as restated		1,385,457	3,013,854	43,719,731	2,794,359	46,514,090	36,767,934
Interfund transfers (Note 15)		(85,349)	(1,451,807)	678,580	(593,230)	85,350	1,451,807
Fund balances, end of year		$ 129,857	$ 1,385,457	$ 45,768,755	$ 2,428,917	$ 48,197,672	$ 46,514,091

(See accompanying notes to the financial statements)

KELSEY TRAIL REGIONAL HEALTH AUTHORITY
STATEMENT OF CASH FLOW
For the Year Ended March 31, 2004

Statement 3

	Operating Fund		Restricted Fund			
	2004	2003 (Note 10 & 11)	Capital Fund	Community Trust Fund	Total 2004	Total 2003 (Note 10 & 11)
Cash Provided by (used in):	**Operating Activities**		**Financing and Investing Activities**			
Excess (deficiency) of revenue over expenditure	$ (1,170,251)	$ (176,590)	$ 1,370,444	$ 227,788	$ 1,598,232	$ 8,294,349
Net change in non-cash working capital (Note 7)	686,955	(1,290,694)	243,664	10,671	254,335	(521,053)
Amortization of capital assets	-	-	3,723,040	-	3,723,040	3,608,897
Investment income on long-term investments	-	-	-	-	-	-
(Gain)/loss on disposal of capital assets	-	-	(22,480)	-	(22,480)	12,054
	(483,296)	(1,467,284)	5,314,668	238,459	5,553,126	11,394,247
Purchase of capital assets						
Buildings/construction	-	-	(4,634,879)	-	(4,634,879)	-
Equipment	-	-	(2,224,913)	-	(2,224,913)	(12,941,301)
Proceeds on disposal of capital assets						
Buildings	-	-	-	-	-	-
Equipment	-	-	22,480	-	22,480	202
Purchase of long-term investment	-	-	-	-	-	-
	-	-	(6,837,312)	-	(6,837,312)	(12,941,099)
Repayment of debt	-	-	(330,766)	-	(330,766)	(274,849)
Net increase (decrease) in cash & short term investments during the year	(483,296)	(1,467,284)	(1,853,410)	238,459	(1,614,951)	(1,821,701)
Cash & short term investments, beginning of year	4,105,767	7,024,858	3,132,106	2,794,359	5,926,465	6,296,359
Interfund transfers (Note 15)	(85,349)	(1,451,807)	678,580	(593,230)	85,350	1,451,807
Cash & short term investments, end of year	$ 3,537,122	$ 4,105,767	$ 1,957,276	$ 2,439,588	$ 4,396,864	$ 5,926,465
Amounts in cash balances						
Cash and short term investments	$ 3,487,122	$ 4,055,767	$ 1,471,654	$ 1,849,135	$ 3,320,789	$ 4,626,085
Investments	50,000	50,000	485,622	590,453	1,076,075	1,300,380
	$ 3,537,122	$ 4,105,767	$ 1,957,276	$ 2,439,588	$ 4,396,864	$ 5,926,465

(See accompanying notes to the financial statements)

KELSEY TRAIL REGIONAL HEALTH AUTHORITY
SCHEDULE OF EXPENSES BY OBJECT
For the Year Ended March 31, 2004

Schedule 1

	Budget 2004	2004	2003
Operating:			
Benefits	$ 7,547,317	$ 7,428,926	$ 7,016,476
Board costs	64,960	83,076	127,080
Diagnostic imaging supplies	110,460	132,065	117,640
Drugs	674,680	661,829	712,012
Food	1,430,330	1,500,191	1,475,495
Grants to ambulance services	1,769,836	1,731,308	1,609,636
Grants to third parties	-	-	-
Housekeeping and laundry supplies	217,625	247,001	329,021
Information technology contracts	90,916	83,041	57,927
Insurance	165,420	175,462	126,482
Interest	1,200	4,964	4,342
Laboratory supplies	447,500	637,333	733,574
Medical and surgical supplies	1,069,571	1,307,942	993,185
Medical remuneration and benefits	2,263,847	2,262,449	1,813,164
Office supplies and other office costs	190,268	230,393	847,721
Other	2,246,612	1,689,848	1,707,193
Other referred out services	487,020	734,787	376,076
Professional fees	318,116	287,642	117,468
Prosthetics	-	-	-
Purchased services	1,084,627	964,587	1,940,743
Rent/leases/purchases	323,818	380,346	123,749
Repairs and maintenance	796,719	767,028	642,440
Salaries	43,748,820	45,045,563	41,236,651
Service contracts	128,600	187,440	136,448
Travel	923,410	913,774	603,702
Utilities	1,889,568	1,935,910	1,942,053
	$ 67,991,240	$ 69,392,905	$ 64,790,278
Restricted:			
Amortization		$ 3,723,041	$ 3,608,897
Loss on disposal of fixed assets		-	12,054
Other		776,368	1,112,777
		$ 4,499,409	$ 4,733,728

KELSEY TRAIL REGIONAL HEALTH AUTHORITY
SCHEDULE OF INVESTMENTS
For the Year Ended March 31, 2004

Schedule 2

Cash and Investments are comprised of the following:

	Maturity Date	Coupon Rate	Effective Rate	2004	2003
Cash on hand		-	-	$ 11,020	$ 10,870
Cash on deposit - chequing and savings					
Tisdale Credit Union Limited		-	-	5,591,416	5,182,475
Nipawin Credit Union		-	-	571,722	1,380,542
CIBC - Melfort		-	-	-	21,970
Advantage Credit Union		-	-	396,115	1,959,312
Wood Gundy		-	-	10,093	925
Canada Savings Bonds	Nov-04	-	6.000%	50,000	50,000
Province of Saskatchewan bonds	Jul-05	5.000%	5.000%	100,000	250,000
Province of Saskatchewan bonds	Jul-05	5.750%	5.750%	100,000	100,000
Province of Saskatchewan bonds	Jul-04	5.750%	5.750%	68,000	68,000
CIBC Dow Jones linked deposit	Nov-06	index adjusted with 2.83% guarantee		196,200	196,200
Province of British Columbia bonds	Jan-08	-	7.010%	839,420	811,938
				$ 7,933,986	$10,032,232
Amounts designated for operating purposes				3,537,122	5,019,028
Amounts designated for restricted purposes				4,396,864	5,013,204
				$ 7,933,986	$10,032,232
Market Value				$ 8,053,872	

KELSEY TRAIL REGIONAL HEALTH AUTHORITY
SCHEDULE OF EXTERNALLY RESTRICTED FUNDS
For the Year Ended March 31, 2004

COMMUNITY TRUST FUND EQUITY

Schedule 3

	Balance Beginning Of Year	Investment & Other Revenue	Donations	Expenses/ Withdrawals	Balance End Of Year
Hudson Bay Ambulance	$ 85,806	$ 2,596	$ -	$ 5,095	$ 83,307
Hudson Bay Health Care Facility	152,291	4,776	21,553	108,421	70,199
Kelvindell Lodge	64,295	1,993	6,990	3,403	69,875
Kelvington Hospital	48,087	1,562	17,246	14,087	52,809
Margaret Aikenhead Bursary	3,042	53	-	-	3,095
New Market Manor	319,274	9,760	2,130	3,626	327,537
Pam Worley Bursary	1,137	20	-	-	1,157
Parkland Place	244,767	4,314	-	249,081	-
Pasquia Home Care	214,541	6,574	3,030	1,446	222,699
Porcupine Plain Hospital	90,870	3,017	21,944	15,012	100,819
Ralston Medical Research	576,049	10,151	-	-	586,200
Red Deer Nursing Home	28,792	893	2,421	8,201	23,905
Rose Valley Health Centre	96,143	2,886	100	17,674	81,456
Sasko Park Lodge	126,308	3,875	3,081	8,705	124,560
Tisdale Hospital	556,472	35,069	25,611	29,335	587,817
Tisdale Hospital - Dialysis Unit	186,484	4,336	33,234	130,573	93,481
	$ 2,794,360	$ 91,877	$ 137,339	$ 594,659	$ 2,428,917

CAPITAL FUND

	Balance Beginning Of Year	Investment & Other Revenue	Capital Grant Funding	Transfer to Investment In Capital Asset Fund Balance	Balance End Of Year
Parkland Project	$ 1,004,039	$ 1,058,898	$ 2,660,207	$ 4,317,883	$ 405,261
Nipawin Hospital/Pineview Lodge Project	-	5,350	299,000	1,256	303,094
Cumberland House Health Center	-	-	200,000	49,965	150,035
Other	-	112,730	316,000	428,730	-
	$ 1,004,039	$ 1,176,978	$ 3,475,207	$ 4,797,833	$ 858,391

KELSEY TRAIL REGIONAL HEALTH AUTHORITY
SCHEDULE OF INTERNALLY RESTRICTED FUND BALANCES
For the Year Ended March 31, 2004

Schedule 4

	Balance Beginning Of Year	Investment & Other Revenue	Annual Allocation	Transfer (To) From Other Funds	Expenditures	Balance End Of Year
Activities-Arborfield Special Care Home	$ 3,008	$ -	$ -	$ 264	$ -	$ 3,272
Activities-Carrot River	18,788	34	-	1,789	-	20,611
Ambulances	294,103	10,785	30,000	-	235,127	99,761
Arborfield Special Care Home	214,150	6,253	-	-	17,197	203,206
Capital	275,141	18,976	-	20,211	211,747	102,581
Capital Equipment Reserve	21,001	-	-	(2,371)	18,630	-
Carrot River Furnishing Fund	14,397	437	-	-	2,099	12,735
Chateau Providence	168,027	11,238	-	-	-	179,265
Cumberland House Capital Reserve	1,007	-	-	-	1,007	-
Hudson Bay Health Care Facility	96,062	2,621	-	-	22,281	76,402
Kelvindell Lodge	76,943	2,305	8,043	4,588	10,068	81,811
Newmarket Manor	111,060	3,300	18,000	-	13,770	118,590
Newmarket Manor - Construction	213,356	6,511	-	-	-	219,867
Nirvana Pioneer Villa	307,357	20,078	-	-	-	327,435
Palliative Home Care	5,521	199	-	6,563	-	12,283
Parkland Place	913,261	-	-	-	913,261	-
Pasquia Special Care Home	19,866	674	5,800	2,417	6,828	21,929
Pineview Lodge	82,064	2,439	11,254	-	10,053	85,704
Red Deer Nursing Home	119,563	3,662	-	-	14,526	108,700
Rose Valley Health Centre	20,392	638	6,946	(28)	1,182	26,766
Sasko Park Lodge	12,474	343	4,320	-	3,700	13,437
Tisdale Joint Use Facility	1,612	49	290	-	-	1,951
	$ 2,989,152	$ 90,544	$ 84,653	$ 33,433	$ 1,481,475	$ 1,716,307

The RHA is required to maintain certain replacement reserves as a condition of receiving a subsidized mortgage from the Saskatchewan Housing Corporation.

KELSEY REGIONAL HEALTH AUTHORITY

Board Remuneration, Benefits, and Allowances
for the year ended March 31

Schedule 5

Board Members	2004 Retainer and Per Diems	2004 Benefits[1]	2004 Other Expenses	2004 Total	2003 Retainer and Per Diems	2003 Benefits and Other Expenses	2003 Total
Chairperson							
Carol Hayward	$ 25,529	$ -	$ 4,412	$ 29,940	$ 26,324	$ 4,960	$ 31,284
Chairpersons from former health districts[4]							
Margaret Anderson	-	-	-	-	4,510	455	4,965
Dale Link[3]	-	-	-	-	4,185	1,016	5,201
Board Member							
Dale Link	7,300	-	2,497	9,797	7,720	1,084	8,803
Robert R. Cheechoo	6,200	-	3,591	9,791	3,488	2,057	5,544
Bruce Karras	3,413	-	102	3,514	6,275	189	6,464
Minnie Deutsch	7,275	-	534	7,809	8,431	353	8,783
Steve Rudy	7,117	-	2,393	9,510	8,358	1,846	10,205
Marion L. Heavin	5,175	-	518	5,693	5,095	119	5,214
Lana Thompson	4,468	-	977	5,445	7,313	457	7,770
Kathleen Bedard	3,880	-	832	4,712	7,665	1,147	8,812
Harry Palko	5,013	-	2,167	7,179	8,118	2,298	10,416
Carla Hipkins	5,150	-	1,476	6,626	8,038	1,083	9,120
Wayne Black	3,963	-	1,459	5,421	7,088	1,319	8,407
Board members from former health districts[4]	-	-	-	-	22,149	23,378	45,527
	-	-	-	-	-	-	-
Total	$ 84,481	$ -	$ 20,957	$ 105,437	$ 134,754	$ 41,761	$ 176,515

(1) Benefits includes employer CPP and all travel time

(2) Term expired July 31, 2002

(3) Includes expenses while sitting as a member of Regional Health Authority Planning Committee in 2002

(4) Term expired July 1, 2002

Senior Management Salaries, Benefits, Allowances, and Severance
for the year ended March 31

Staff	2004 Number of FTE's	2004 Salaries[1]	2004 Benefits and Allowances[2]	2004 Sub-total	2004 Severance Number of FTE's	2004 Severance Amount	2004 Total	2003 Number of FTE's	2003 Salaries, Benefits and Allowances	2003 Severance	2003 Total
Chief Executive Officer[3]	1	$ 117,988	$ 19,468	$ 137,456	-	$ -	$ 137,456	1	$ 123,295	$ -	$ 123,295
Chief Executive Officer from former health districts[4]								1	99,982	-	99,982
Senior Positions[3]											
Integrated Health Servi	1	104,746	17,283	122,030	-	-	122,030	1	107,695	-	107,695
Finance and Informatio	1	92,330	15,234	107,564	-	-	107,564	1	87,997	-	87,997
Community Services	1	92,330	15,234	107,564	-	-	107,564	1	91,606	-	91,606
Corporate Planning	1	93,921	15,497	109,418	-	-	109,418	1	98,736	-	98,736
Operations	1	99,600	16,434	116,034	-	-	116,034	1	92,701	-	92,701
Human Resources	1	92,330	15,234	107,564	-	-	107,564	1	91,606	-	91,606
	-	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-	-
Senior positions from former health districts[4]	-	-	-	-	-	-	-	1	121,222	60,402	181,624
Total	7	$ 693,245	$ 114,385	$ 807,630	$ -	$ -	$ 807,630	9	$ 914,842	$ 60,402	$ 975,244

(1) Salaries include regular base pay, overtime, lumpsum payments, honoraria, and any other direct cash remuneration including sick leave and vacation.

(2) Benefits and allowances include the employer's share of statutory and non-statutory benefits, and employee's taxable allowances.

(3) At August 1, 2002, creation of Regional Health Authority

(4) Includes payments to July 31, 2002

KELSEY TRAIL REGIONAL HEALTH AUTHORITY
NOTES TO THE FINANCIAL STATEMENTS
For the Year Ended March 31, 2004

1. Legislative Authority

On August 1, 2002, the Legislative Assembly passed *The Regional Health Services Act* (Act). The Act created the Regional Health Authorities for the purpose of governing the delivery of health services as well as establishing and governing Health Regions in the province of Saskatchewan.

On coming into force, the Act terminated the membership of the individual District Health Boards. All assets, liabilities, rights, and obligations of the District Health Boards continue as the assets, liabilities, rights, and obligations of the Regional Health Authority. All contracts with the District Health Boards remain in effect until repealed or replaced by the Regional Health Authorities.

The Kelsey Trail Regional Health Authority was created by the Act. The Kelsey Trail Regional Health Authority (RHA) is responsible for the planning, organization, delivery, and evaluation of health services it is to provide (The Act sec 27) within the geographic area known as the Kelsey Trail Health Region.

2. Significant Accounting Policies

These financial statements are prepared in accordance with Canadian generally accepted accounting principles and include the following significant accounting policies.

a) Health Care Organizations

The RHA has agreements with and grants funding to the following CBOs and third parties to provide health services:

Hudson Bay & District Assessment and Resource Service Society Inc.
Pine Island Outpatient Centre
Kelvington Ambulance Care Ltd.
Tisdale Ambulance Care Ltd.
Shamrock Ambulance Care Ltd.
North East EMS
Melfort Ambulance Service
Quill Plains Ambulance Care Ltd.

Note 9 b) i) provides disclosure of payments to CBOs and third parties.

b) Fund Raising Foundations

The Nipawin Region Health Foundation Inc. and the North Central Health Care Foundation Inc. are incorporated under The Non-Profit Corporations Act and are registered charities under *The Income Tax Act*.

Under the Foundations' Articles of Incorporation, all funds raised by the Foundation after payments of reasonable expenses must be paid to the RHA (or must be used to purchase and transfer assets to the RHA, for the purpose to provide health care services.)

These financial statements do not include the financial activities of the two Foundations. Alternatively, Note 9 b) ii) provides supplementary information of the Foundations.

2. Significant Accounting Policies - continued

c) Fund Accounting

The accounts of the RHA are maintained in accordance with the restricted fund method of accounting for contributions. For financial reporting purposes, accounts with similar characteristics have been combined into the following major funds:

i) Operating Fund

The operating fund reflects the primary operations of the RHA including revenues received for provision of health services from Saskatchewan Health - General Revenue Fund, and billings to patients, clients, the federal government and other agencies for patient and client services. Other revenue consists of donations, recoveries and ancillary revenue. Expenses are for the delivery of health services.

ii) Capital Fund

The capital fund is a restricted fund that reflects the equity of the RHA in capital assets after taking into consideration any associated long-term debt. The capital fund includes revenues received from Saskatchewan Health – General Revenue Fund designated for the construction of capital projects and/or the acquisition of capital assets. The capital fund also includes donations designated for capital purposes by the contributor. Expenses consist primarily of amortization of capital assets.

iii) Community Trust Fund

The community trust fund is a restricted fund that reflects community-generated assets transferred to the RHA in accordance with the pre-amalgamation agreements signed with the amalgamating health corporations. The assets include cash and investments initially accumulated by the health corporations in the RHA from donations or municipal tax levies. These assets are accounted for separately and use of the assets is subject to restrictions set out in the pre-amalgamation agreements between the RHA and the health corporations.

d) Revenue

Unrestricted contributions are recognized as revenue in the Operating Fund in the year received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Restricted contributions related to general operations are deferred and recognized as revenue of the Operating Fund in the year in which the related expenses are incurred. All other restricted contributions are recognized as revenue of the appropriate restricted fund in the year.

2. Significant Accounting Policies - continued

e) Capital assets

Capital assets are recorded at cost. Normal maintenance and repairs are expensed as incurred. Capital assets, with a life exceeding one year, are amortized on a straight-line basis over their estimated useful lives as follows:

Land improvements	1 - 20%
Buildings	2.5 - 10%
Equipment	3 – 33.33%

Donated capital assets are recorded at their fair value at the date of contribution (if fair value can be reasonably determined).

f) Inventory

Inventory consists of general stores, pharmacy, laboratory, linen and other. All inventories are valued at cost as determined on a weighted average cost basis.

g) Investments

Investments are valued at the lower of cost and net realizable value.

h) Pension

Employees of the RHA participate in several multi-employer defined benefit pension plans or a defined contribution plan. The RHA follows defined contribution plan accounting for its participation in the plans. Accordingly the RHA expenses all contributions it is required to make in the year.

i) Measurement Uncertainty

These financial statements have been prepared by management in accordance with Canadian generally accepted accounting principles. In the preparation of financial statements, management makes various estimates and assumptions in determining the reported amounts of assets and liabilities, revenues and expenses and in the disclosure of commitments and contingencies. Changes in estimates and assumptions will occur based on the passage of time and the occurrence of certain future events. The changes will be reported in earnings in the period in which they become known.

3. Capital Assets

	2004			2003
	Cost	Accumulated Amortization	Net Book Value	Net Book Value
Land	$ 569,004	$ -	$ 569,004	569,004
Land Improvements	573,360	566,348	7,012	12,479
Buildings	87,188,828	38,764,047	48,424,781	34,263,477
Equipment	24,501,148	19,348,379	5,152,769	4,027,577
Construction in Progress	51,220	-	51,220	12,195,499
	$ 112,883,560	$ 58,678,774	$ 54,204,786	$ 51,068,036

4. Commitments

As at March 31, 2004, commitments for acquisition of capital assets were $387,235 (2003 - $6,052,926).

KELSEY TRAIL REGIONAL HEALTH AUTHORITY
NOTES TO THE FINANCIAL STATEMENTS
For the Year Ended March 31, 2004

5. Mortgages Payable

Title of Issue	Interest Rate	Annual Repayment Terms	2004	2003
Hudson Bay Health Care Facility C.M.H.C., due December 1, 2016	5.375%	$10,350 Principal & interest	95,703	100,818
C.M.H.C., due January 1, 2023	7.00%	$2,823 Principal & interest	29,705	30,085
Rose Valley Health Centre C.M.H.C., due October 1, 2021	6.45%	$49,531 Principal & interest Of which $20,534 is subsidized by SHC. Yielding an effective interest rate of 3.78%. Mortgage renewal date – February 1, 2005	522,734	538,367
Newmarket Manor C.M.H.C., due March 1, 2023	6.45%	$184,393 Principal & interest Of which $57,990 is subsidized by SHC. Yielding an effective interest rate of 4.42%. Mortgage renewal date – February 1, 2005	2,029,630	2,082,670
Sasko Park Lodge C.M.H.C., due January 1, 2023	7.50%	$10,607 Principal & interest	107,721	110,269
Kelvindell Lodge C.M.H.C., due October 1, 2020	5.140%	$37,003 Principal & interest Of which $11,621 is subsidized by SHC. Yielding an effective interest rate of 3.53%. Mortgage renewal date – December 1, 2013.	413,903	429,076
C.M.H.C., due January 1, 2027	8.00%	$41,485 Principal & interest	439,233	445,865
Red Deer Nursing Home C.M.H.C., due June 1, 2022	7.25%	$16,938 Principal & interest	172,488	176,932
C.M.H.C., due February 1, 2027	5.05%	$60,364 Principal & interest Of which $48,000 is subsidized by SHC. Yielding an effective interest rate of 1.03%. Mortgage renewal date – March 1, 2007.	822,858	841,490
Pasquia Special Care Home C.M.H.C., due August 1, 2025	8.00%	$25,763 Principal & interest	266,348	270,951
Arborfield Special Care Lodge C.M.H.C., due September 1, 2021	6.45%	$129,216 Principal & interest Of which $61,603 is subsidized by SHC. Yielding an effective interest rate of 3.37%. Mortgage renewal date – February 1, 2005.	1,361,578	1,402,488

5. Mortgages Payable - continued

Pineview Lodge				
C.M.H.C., due August 1, 2019	6.875%	$21,014 Principal & interest	200,672	207,818
C.M.H.C., due January 1, 2017	6.45%	$74,803 Principal & interest Of which $30,421 is subsidized by SHC. Yielding an effective interest rate of 3.83%. Mortgage renewal date – October 1, 2005.	654,878	686,781
C.M.H.C., due April 1, 2025	6.45%	$171,615 Principal & interest Of which $120,000 is subsidized by SHC. Yielding an effective interest rate of 1.94%. Mortgage renewal date – October 1, 2005.	1,989,149	2,032,339
Chateau Providence				
C.M.H.C., due October 1, 2026	4.97%	$101,521 Principal & interest Of which $84,000 is subsidized by SHC. Yielding an effective interest rate of 0.86%. Mortgage renewal date – December 1, 2006.	1,382,490	1,414,963
Nirvana Pioneer Villa				
C.M.H.C., due September 1, 2025	8.00%	$50,382 Principal & interest	521,639	530,583
Department of Health	0.00%	Non interest bearing Payable at the discretion of Dept. of Health	-	40,000
			11,010,729	11,341,495
Less: Current portion			301,966	282,281
			$10,708,763	$11,059,214

For each of the mortgages, the RHA has pledged the related buildings of the special care homes as security.

Principal repayments required in each of the next five years is estimated as follows:

2004	$ 301,966
2005	321,380
2006	342,062
2007	364,097
2008	387,576
2009 and subsequent	9,293,648
	$ 11,010,729

6. Deferred Revenue

	Balance Beginning Of Year	Less Amount Recognized From Health	Add Amount Received From Health	Less Amount Recognized From Other Sources	Add Amount Received From Other Sources	Balance End Of Year
Professional Development Funding	56,355	(27,881)	-	-	-	28,474
Provincial Diabetes Plan	55,566	(71,188)	55,566	-	-	39,944
SARBI	12,522	-	-	(92,116)	79,594	-
Acquired Brain Injury	-	-	-	(21,835)	66,452	44,618
SIMS and PHIS	10,000	-	-	(10,000)	-	-
Primary Prevention of Diabetes	28,027	(28,027)	-	-	-	-
Advanced Clinical Nurse	25,592	(25,592)	-	-	-	-
Kids First	44,299	-	-	(527,221)	503,748	20,826
Primary Care – Team Facilitator	-	-	78,600	-	-	78,600
Total	$ 232,361	$ (152,688)	$ 134,166	$ (651,172)	$ 649,794	$ 212,462

Restricted funding related to general operations from Saskatchewan Health – General Revenue Fund is recorded as revenue as the related costs are incurred. The funding is restricted in use to provincially approved health improvement initiatives.

7. Net Change in Non-cash Working Capital

	Operating Fund		Restricted Funds			
	2004	2003	Capital Fund	Community Trust Fund	Total 2004	Total 2003
(Increase) Decrease in accounts receivable	$(800,972)	$ (989,522)	$ 1,060,932	$ -	$1,060,932	$ (1,498,820)
(Increase) Decrease in inventory	(17,898)	29,296			-	
(Increase) Decrease in prepaid expenses	121,577	(74,610)			-	
Increase (Decrease) in accounts payable	713,045	(769,161)	(817,268)	10,671	(806,597)	977,767
Increase (Decrease) in accrued salaries	487,930	222,507			-	
Increase (Decrease) in vacation payable	203,173	418,827			-	
Increase (Decrease in deferred revenue	(19,899)	(128,031)			-	
	$ 686,956	$(1,290,694)	$ 243,664	$ 10,671	$ 254,335	$(521,053)

8. Patient and Resident Trust Accounts

The RHA administers funds held in trust for patients and residents using the RHA's facilities. The funds are held in separate accounts for the patients or residents at each facility. The total cash held in trust as at March 31, 2004 was $91,007 (2003 - $80,856). The cash and equivalent trust liability are not reflected in these financial statements.

9. Related Parties

These financial statements include transactions with related parties. The RHA is related to all Saskatchewan Crown Agencies such as departments, corporations, boards, and commissions under the common control of the Government of Saskatchewan. The RHA is also related to non-Crown enterprises that the Government jointly controls or significantly influences. In addition, the RHA is related to other non-Government organizations by virtue of its economic interest in these organizations.

a) Related Party Transactions

Transactions with these related parties are in the normal course of operations. Amounts due to or from and the recorded amounts of transactions resulting from these transactions are included in the financial statements and the table below. They are recorded at the standard rates charged by those organizations and are settled on normal trade terms.

Related Party	2004	2003
Sask Energy Incorporated, Expense	$ 777,651	$ 672,662
Sask Power Corporation, Expense	908,808	874,422
Sask Property Management Corporation, Expense	398,077	348,054
Sask Tel, Expense	427,480	406,840
Sask Workers Compensation Board, Expense	1,014,694	794,075
SAHO, Expense	5,938,667	5,533,665
	$ 9,465,377	$ 8,629,718

In addition, the RHA pays Provincial Sales Tax to the Saskatchewan Department of Finance on all its taxable purchases. Taxes paid are recorded as part of the cost of those purchases.

b) Health Care Organizations

i) Community Based Organizations and Third Parties

The RHA has also entered into agreements with CBOs and Third Parties to provide health services.

i) Community Based Organizations and Third Parties (continued)

These organizations receive operating funding from the RHA on a monthly basis in accordance with budget amounts approved annually. During the year, the RHA provided the following amounts to CBOs and Third Parties:

	2004	2003
Hudson Bay & District Assessment and Resource Service	$ 76,982	$ 70,834
Pine Island Outpatient Centre	124,306	119,796
Kelvington Ambulance Care Ltd.	241,824	225,212
Tisdale Ambulance Care Ltd.	323,487	319,462
Shamrock Ambulance Care Ltd.	150,663	141,026
North East EMS	633,742	523,838
Melfort Ambulance Service	323,974	319,998
Quill Plains Ambulance Care Ltd.	57,619	57,621
	$ 1,932,597	$ 1,777,787

ii) Fund Raising Foundations

Fund raising efforts are undertaken through non-profit business corporations known as the Nipawin Region Health Foundation Inc. and North Central Health Care Foundation Inc. The Kelsey Trail Regional Health Authority has an economic interest in the Foundations. In accordance with donor-imposed restrictions, $149,873 (as at March 31, 2003) of the foundations' net assets must be used to purchase specialized equipment or services. The Nipawin Region Health Foundation Inc. total expenses include contributions of $111,329 (2003 - $129,170) to the RHA. The North Central Health Care Foundation Inc. total expenses include contributions of $186,396 (2003 - $0) to the RHA.

10. Comparative Information

Certain 2002-03 balances have been reclassified to conform to the current year's presentation.

11. Prior Period Adjustment

The 2003 comparative figures have been restated to reflect the intention of the Board to internally restrict certain funds that had been segregated for purposes of the Parkland Place construction project. Accordingly, the following adjustments were made:

	Previously Stated	Adjustment	As Restated
Cash and short-term investments - operating fund	$5,019,028	($913,261)	$4,105,767
Cash and short-term investments – capital fund	2,218,845	913,261	3,132,106
Internally restricted fund balance	2,075,891	913,261	2,989,152
Unrestricted fund balance	2,298,718	(913,261)	1,385,457
Interfund transfers – operating fund	(538,546)	(913,261)	(1,451,807)
Interfund transfers – restricted funds	538,546	913,261	1,451,807

12. Pension Plan

Employees of the RHA participate in one of the following pension plans. Some employees participate in the Saskatchewan Healthcare Employees' Pension Plan (SHEPP), which is jointly governed by a board of eight trustees. Four of the trustees are appointed by the Saskatchewan Association of Health Organizations (SAHO) (a related party) and four of the trustees are appointed by Saskatchewan's health care unions (CUPE, SUN, SEIU, SGEU, RWDSU, and HSAS). SHEPP is a multi-employer defined benefit plan, which came into effect December 31, 2002. (Prior to December 31, 2002, this plan was formerly the SAHO Retirement Plan and governed by the SAHO Board of Directors). Other employees participate in either the Public Service Superannuation Plan (a related party) which is also a defined benefit plan, or the Public Employees' Pension Plan (a related party) which is a defined contribution plan. Both of these plans are the responsibility of the Province of Saskatchewan. The RHA's financial obligation to the plans is limited to making required payments to match amounts contributed by employees for current services.

Pension expense for the year amounted to $2,171,942 (2003 - $1,790,410) and is included in benefits in Schedule 1.

Effective January 1, 2004, contribution rates are as follows:

6.552% (2003 – 5.04%) of pensionable earnings up to the yearly maximum pensionable earnings (CPP) plus

8.232% (2003 – 6.72%) of pensionable earnings above the yearly maximum pensionable earnings (CPP)

13. Budget

The RHA Board approved the 2003-2004 budget plan on June 13, 2003.

14. Financial Instruments

a) Significant terms and conditions

There are no significant terms and conditions related to financial instruments classified as current assets or current liabilities that may affect the amount, timing, and certainty of future cash flows. Significant terms and conditions for the other financial instruments are disclosed separately in these financial statements.

b) Credit risk

The RHA is exposed to credit risk from the potential non-payment of accounts receivable. The majority of the RHA's receivables are from Saskatchewan Health - General Revenue Fund, Saskatchewan Workers' Compensation Board, health insurance companies or other provinces. Therefore, the credit risk is minimal.

14. Financial Instruments – continued

c) Fair value

The following methods and assumptions were used to estimate the fair value of each class of financial instrument:

- The carrying amounts of these financial instruments approximate fair value due to their immediate or short-term nature.

  Cash and short-term investments
  Accounts receivable
  Accounts payable
  Accrued salaries and vacation payable

- For investments, the fair value is considered to approximate quoted market values.

- The fair value of mortgages payable before the repayment required within one year is $11,925,265 (2003 - $12,022,924) and is determined using discounted cash flow analysis based on current incremental borrowing rates for similar borrowing arrangements.

d) Short-term Borrowing/Operating Line-of-credit

The RHA has a line-of-credit of $1,000,000 (2003 - $1,000,000) with a floating rate of interest charged at Prime minus .50% which is re-negotiated annually. The line-of-credit is secured by accounts receivable including all grants, revenues and any other forms or sources of payments from the Province of Saskatchewan and any other funding bodies. Total interest paid on the line-of-credit in 2004 was $0 (2003 - $0).

15. Interfund Transfers

Each year the RHA transfers amounts between its funds for various purposes. Theses include funding capital asset purchases, and reassigning fund balances to support certain activities.

	2004			2003		
	Operating Fund	Capital Fund	Community Trust Fund	Operating Fund	Capital Fund	Community Trust Fund
Building renovations	$ -	$ 15,583	$ (15,583)	$ 1,585	$ (1,585)	$ -
Capital asset purchases	$ 22,193	$ 555,455	$ (577,647)	$(1,427,389)	$ 1,686,193	$ (258,804)
CMHC reserves	$ (84,653)	$ 84,653	$ -	$ (24,922)	$ 24,922	$ -
Mortgage payments	$ (22,890)	$ 22,890	$ -	$ -	$ -	$
Other	$ -	$ -	$ -	$ (1,081)	$ -	$ 1,081
	$ (85,349)	$ 678,580	$ (593,230)	$(1,451,807)	$ 1,709,530	$ (257,723)

16. Volunteer Services

The operations of the RHA utilize services of many volunteers. Because of the difficulty in determining the fair market value of these donated services, the value of these donated services is not recognized in the financial statements.

17. Community Generated Funds

Under the terms of the pre-amalgamation agreement, the RHA has agreed to hold community-generated assets in trust. The Board established a separate fund for the assets of each trust. Health corporations formerly held these assets before amalgamating with the Board. The assets are interest bearing with the interest credited to the trust balance. The Board presently administers $2,428,917 (2003 - $2,794,360) under these agreements. The assets are joint property of the RHA and the community, therefore they are included as part of the assets of the Board.

Following is the status of the trust funds at March 31, 2004:

Each trust fund has a "Trust Advisory Committee" which is appointed by the various towns, villages, hamlets, and rural municipalities served by the pre-amalgamation agency. The trust funds are for the benefit of the ratepayers of the various municipalities and shall be used for health related purposes. Jointly, the RHA Board and the Trust Advisory Committee have the power to establish rules and procedures. The joint approval of both the RHA Board and the Trust Advisory Committee is required with respect to any use of the trust fund.

18. Guarantee

The RHA has provided a $116,400.00 guarantee to a financial institution for certain loans granted to North Sask Laundry and Support Services Ltd.

Appendix C: Payee Disclosure List

Reporting and tabling of the Region's payee disclosure list ensures accountability for public funding received. The list is published as an addendum to this report and is available upon request or may be accessed on the Kelsey Trail Health Region's website at www.kelseytrailhealth.ca.

Kelsey Trail Regional Health Authority
Payment over $20,000 for year ending March 31, 2004

Payee	Amount Paid
ABBOTT DIAGNOSTIC	64,786
ABBOTT LABORATORIES LTD	232,954
ALCON CANADA INC	128,334
ASSOCIATED RADIOLOGISTS	27,754
BARNARD, DR.	169,182
BAYER INC.	55,882
BECKMAN COULTER CANADA INC	57,5[illegible]
BEELAND CO-OPERATIVE ASSOC. LTD.	20,2[illegible]
BHM MEDICAL INC.	138,228
BIOMERIEUX CANADA INC.	55,042
BODENSTAB, DR ERIC (CONTRACT)	21,083
BUNZL DISTRIBUTION INC	93,437
CANADIAN CORPS OF COMMISSIONAIRE	27,174
CARDON REHABILITATION PRODUCTS	28,436
CARDWELL HUMAN RESOURCES	38,387
CARSEN GROUP INC.	108,952
CEG ENERGY OPTIONS INC	102,519
CHEF REDI-MEATS	117,133
CIT FINANCIAL LTD.	39,211
CITY OF MELFORT	89,580
CPDN	103,472
DAIRYLAND FLUID DIVISION LTD.	139,949
DANKA	23,221
DATAPORT COMPUTER CENTRE	123,878
DATEX-OHMEDA (CANADA) INC	24,509
DELOITTE & TOUCHE	20,363
DEWA, DR. DA	29,500
DR. O'ROURKE	22,887
DR.BALA MEDICAL PROF. CORP	32,175
DR.TANGJERD MEDICAL IMAGING PROF	121,268
EAST CENTRAL CO-0P LTD	38,239
ECOLAB LTD	23,514
FISHER SCIENTIFIC LTD	34,856
FREELANCE TECHNICAL SERVICES	21,447
G S MANUFACTURING	33,705
GE MEDICAL SYSTEMS	23,793
GEANEL RESTAURANT SUPPLIES	42,127
GENESIS	34,761
GRAND & TOY LTD	79,378
GREAT WEST LIFE	289,975
HANEKOM, DR. P.	22,108
HAUCK, DR. EDWARD	95,000
HEALTH SCIENCE ASSOC OF SASK.	36,002
HEALTHMETRX CANADA INC.	21,422
HUDSON BAY & DIST. ASSESS & RES.	70,642
J B MEDICAL	108,016
JOHNSON & JOHNSON INC	98,662
JOHNSON DIVERSEY LEVER CANADA	54,468
KELVINGTON AMBULANCE CARE LTD	256,723

Kelsey Trail Regional Health Authority
Payment over $20,000 for year ending March 31, 2004

Payee	Amount Paid
LANOIE, DR LEO	20,631
LONDON LIFE INSURANCE CO.	107,895
MARAIS, DR. SAREL	61,961
MCKESSON CANADA	273,065
MEDTEC MARKETING LIMITED	116,945
MELFORT AMBULANCE	331,693
MELFORT COOP ASSN LTD	48,474
MELFORT JOURNAL	23,585
METIS NATION EASTERN REGION II	81,486
MEYERS NORRIS PENNY & CO	21,843
MINISTER OF FINANCE (SK HEALTH)	34,712
MODERN JANITORIAL SERVICES	21,797
MUNRO'S QUALITY MEATS	25,888
NEUMANN & NEUMANN	21,380
NIGHTINGALE GROUP NURSING	27,893
NIPAWIN DAY CARE COOPERATIVE	90,928
NIPAWIN FLIGHT CENTER	63,104
NIPAWIN MEDICAL GROUP	25,310
NIPAWIN SCHOOL DIVISION NO. 61	29,644
NORTH EAST EMS	604,469
NORTH SASK LAUNDRY& SUPPORT SERV	747,575
NORTHERN GROCERS INC	79,017
NOVA BIOMEDICAL CANADA LTD.	60,189
OLYMPUS AMERICA INC.	49,326
ORTHO-CLINICAL DIAGNOSTICS	120,381
PA PARKLAND HEALTH REGION	74,186
PADC MANAGEMENT CO. LTD.	137,592
PARKINSON'S CHILD CARE HOME	26,800
PERSONA COMMUNICATIONS INC.	21,661
PHILIPS MEDICAL SYSTEMS CANADA	53,040
PINELAND CO-OP ASSOC LIMITED	32,597
PINNACLE DISTRIBUTION INC.	30,549
POSTAGE BY PHONE	25,359
PRAIRIE MEATS	58,450
PRAXAIR CANADA INC.	36,187
PRINCE ALBERT GRAND COUNCIL	29,997
PRINCE ALBERT PARKLAND	191,940
PUBLIC EMPLOYEÉS SUPERANN. PLAN	75,091
QUILL PLAINS AMBULANCE CARE	57,619
RCDP/CPDN	214,839
RECEIVER GENERAL OF CANADA (TAX)	13,389,318
RED CARPET FOODS	39,390
S A H O	75,281
S A H O - DENTAL PLAN BENEFITS	567,251
S A H O - DISABILITY INCOME PLAN	323,190
S A H O - EMPLOYEE BENEFITS	800,169
S A H O - HSSG PAYROLL DEPT.	95,379
S G E U	29,601
S O M A G E N	23,635
S U N	181,869
SAMMONS PRESTON CANADA INC	23,424

Kelsey Trail Regional Health Authority
Payment over $20,000 for year ending March 31, 2004

Payee	Amount Paid
SANITEC CANADA	27,181
SASK ENERGY	777,651
SASK FINANCE	41,650
SASK HOUSING CORPORATION	69,529
SASK POWER	908,802
SASK PROPERTY MANAGE-DIST	398,077
SASK REGISTERED NURSE MEMBRSHP	62,532
SASK REGISTERED NURSES ASS'N	32,221
SASK TEL	365,403
SASK TEL - MOBILITY CMR	62,062
SASK WORKERS COMPENSATION BOARD	1,014,694
SASKATOON HEALTH REGION	107,831
SCHAAN HEALTHCARE PRODUCTS	1,074,571
SERCA	80,248
SGEU - DUES REMITTANCE	349,614
SGEU - LONG TERM DISABILITY	233,213
SHAMROCK AMBULANCE CARE LTD	158,507
SHEPP - PENSION BENEFITS	4,063,663
SOMAGEN DIAGNOSTICS INC	66,770
SOURCE MEDICAL	212,066
STERIS CANADA INC.	43,967
STRYDOM, DR. EBEN	29,137
STRYKER BERTEC	248,821
SUN LIFE FINANCIAL	54,289
SUNSPUN FOOD SERVICE	58,437
SUPREME BASICS	40,764
SUPREME OFFICE PRODUCTS	23,014
SYSCO FOOD SERVICES OF REGINA	626,209
THE INSURANCENTRE	169,101
THE RAM GROUP	25,431
TISDALE AMBULANCE CARE LTD	306,545
TOWN OF NIPAWIN	45,867
TOWN OF TISDALE	43,769
TRADE WEST	83,204
TRIPLE G CORPORATION	29,663
TYCO HEALTHCARE GROUP CANADA LTD	68,865
UNISOURCE	80,004
UNIVERSITY OF CALGARY	77,394
VAN DER MERWE, DR.	59,500
VILLAGE OF CUMBERLAND HOUSE	24,714
VITALAIRE	70,299
VITALITY FOOD SERVICE LTD	55,878
VWR INTERNATIONAL, LTD	33,672
WALDBILLING, PETER	61,908

Kelsey Trail Regional Health Authority
Personal Services over $2,500 for
year ending March 31, 2004

Last Name	First Name	Amount Paid
AASEN	CATHIE	26,157
AASEN	WARD	35,891
AASEN	TAMMY	48,141
ABBOTT	MARK	14,075
ABBOTT	TANIA	23,918
ABBOTT	FRANK	37,204
ABBOTT	LYNDA	60,000
ABBS	CATHY	54,698
ABBS	CORINNE	57,722
ADAMES	ORALEE	19,856
ADDERLEY	CAROLYN	56,940
ADDERLEY	LYLE L	60,828
ADELMAN	CLARA	22,734
ADLEM	SHARYL	19,501
ADRIAN	BOBBI	8,573
AITKEN	FLORENCE	28,172
ALBANO	ALELI	43,983
ALFONSECA	KIM	6,662
ALLEN	KATHLEEN	25,962
ALTHOUSE	LORRAINE	10,648
ALTHOUSE	JOY	13,750
ALTHOUSE	SUSAN	18,500
ALTHOUSE	LAURIE	27,592
ANDAL	DOROTHY	31,056
ANDERSON	ANGELA	6,373
ANDERSON	TINA	21,440
ANDERSON	AMBER	22,170
ANDERSON	PAMELA	28,173
ANDERSON	SHARON	29,529
ANDERSON	ELEANOR	31,158
ANDERSON	BRENDA	32,244
ANDERSON	EVELYN	32,868
ANDERSON	BARBARA	51,928
ANDERSON	PATRICIA	64,210
ANDERSON	PENNY	78,826
ANDRUSIAK	LIONEL	18,295
ANDRUSIAK	KYLA	56,317
ANSTEY	KELLY	34,533
ANTHONY	SHELLEY	29,260
ARCAND	BRANDY	6,486
ARCAND	JANE	32,152
ARGENT	MARYANN	31,144
ARMSTRONG	MARCY	17,724
ARMSTRONG	CORINNE	19,639
ARMSTRONG	CATHERINE	34,864
ARNDT	KENDELL	69,352
ARNESON	ANNA	46,621
ARSENIE	DEBBIE	29,169
ASPEN	SANDRA	3,819

Kelsey Trail Regional Health Authority
Personal Services over $2,500 for
year ending March 31, 2004

ASPLIND	DELPHINE	17,283
ASSIE	RAMONA	63,730
ATKINGS	DEBORAH	41,708
AUDETTE	JOAN	30,758
BABECY	CINDY	25,138
BAGNALL	CHARLOTT	62,544
BAIR	WENDY	65,212
BALASKI	CARRIE	19,295
BALASKI	ELIZABETH	19,310
BALASKI	BERNARD	25,246
BALLARD	WENDY	29,951
BALLENDINE	LAURIE	9,426
BALSDON	REGONA	20,432
BANADYGA	WENDY	16,276
BANMAN	MARILYN	24,961
BAPTIST	ELAINE	65,053
BARANIESKI	CAY	57,586
BARANISKI	CONSTANCE	31,422
BARANISKI	BRENDA	35,308
BARKER	JUDY	33,533
BARLOW	MARILYN	51,160
BARLOW	LINDA	75,280
BARNETT	JEANA	14,387
BARRY	LORETTA	21,532
BASHFORTH	KATHLEEN	20,285
BAUGH	BARBARA	25,260
BAUMGARTNER	LINDA	29,377
BAUMGARTNER	JUDY	31,362
BAUMGARTNER	ELAINE	32,781
BEAULIEU	SHARON	48,905
BECKER	PEGGY	34,145
BECKER	KAYE	63,716
BEDARD	KATHY	3,880
BEDARD	PHYLLIS	20,821
BEDARD	CHRISTINE	49,361
BEDARD	GERALD	62,622
BEECHER	CLINT	33,824
BELL	JEANETTE	3,699
BELL	DOROTHY	25,248
BELL	KIMBERLY	30,107
BELL	DONNA	31,566
BENDER	VIOLET	23,353
BENSON	TERRY	62,294
BERGEN	ELSIE	3,417
BERGEN	MARGARET	7,205
BERGEN	MAVIS	27,391
BERGLUND	FAYE	17,566
BERGREN	DOROTHY	59,476
BERTRAM	BRUCE	57,733
BERTRAND	MARILYN	58,853
BETHUNE	GWEN	9,973
BETHUNE	ANGELA	11,661

Kelsey Trail Regional Health Authority
Personal Services over $2,500 for
year ending March 31, 2004

BIGELOW	SHARYL	38,192
BIGGS	ALICE	35,016
BIRTLES	EILEEN	32,145
BISCHOFF	CARRIE	58,893
BISHKO	DONNA	27,618
BISSCHOP	ALPHONSE	33,440
BISSCHOP	ELSIE	39,365
BITZER	DENISE	64,112
BLACK	DEON	3,297
BLACK	WAYNE	3,963
BLACK	CHRISTINE	25,487
BLACK	KRISTA	34,982
BLACK	JOAN	61,755
BLAIR	JUDY	67,869
BLANDIN	MAUREEN	29,947
BLEVINS	LYNDA	23,895
BLEVINS	LYNDA	31,625
BLOCK	JUDY M	14,180
BLOW	ROBERT	32,104
BLUM	LINDA	23,691
BOE	STAN	32,771
BOHACHEWSKI	LORI	2,798
BOHACHEWSKI	KATHY	32,752
BOHLKEN	DAWN	8,153
BOHLKEN	ZANA	27,538
BONE	EILEEN	59,681
BONSAN	ROXANE	60,206
BORSA	SHANNON	12,414
BORTIS	DALE	34,987
BOTTERILL	SHARON	30,331
BOWERMAN DAHL	SHERRY	9,586
BOXALL	ANNE	2,953
BOXALL	ANNE	7,627
BOXALL	LIA	37,269
BOYKO	ANGELA	12,351
BOYNTON	CLARA	32,261
BOYSE	LAURA	9,400
BRAATEN	LYNDA	37,837
BRADING	CARMELA	5,531
BRADLEY	MARGARET	11,057
BRADLEY	LORRAINE	15,629
BRADSHAW	MELANIE	17,937
BRADSHAW	KATHERINE	61,957
BRANCH	GRETA	9,290
BREADNER	WENDY	27,978
BRITTIAN	AMELIA	2,872
BROCKMAN	JUDY	91,500
BROESKY	JULIA	25,152
BROMM	EVELYN	29,232
BRONNER	LAURIE	4,408
BROTHWELL	SHERRY	57,952
BROTHWELL	LINDA	69,905

Kelsey Trail Regional Health Authority
Personal Services over $2,500 for
year ending March 31, 2004

BROWN	WILMA	14,258
BROWN	LORI	24,493
BROWN	CHARMAINE	27,083
BROWN	JOANNE	27,148
BROWN	TAMMY	30,056
BROWN	BARBARA	31,792
BROWN	KAREN	34,127
BROWN	DIANE	51,776
BROWNLEE	DONNA	2,652
BRUCE	LINDSEY	20,306
BRUNDAGE	MELANIE	9,967
BUCHANAN	JOHNNIE	32,050
BUCHINSKI	TAMMY	88,230
BUCK	MADELINE	23,615
BUDD	JOANNE	16,361
BUECKERT	RICHARD	39,922
BULMER	LOUISE	59,425
BURGHARDT	SHELLEY	34,879
BURROUGHS	CATHY	15,358
BURT	MARY	7,737
BURT	MARY	49,418
BURTON	VIOLET	3,000
BUTLER	KEITH	32,272
CABLE	BETTYANN	15,652
CAL	TARA	44,337
CAL	SHELLY	83,632
CAMDZIC	VIOLETA	29,061
CAMPBELL	LAVINIA	21,743
CAMPBELL	QUENTIN	32,138
CAMPBELL	VIVIAN	63,716
CAMPEAU	MARILYN	24,147
CARLETON	MARILYN	26,253
CARLSON	DIANNE	7,486
CARSWELL	KATHRYN	50,927
CAYEN	DELORE	4,511
CHABOT	PATRICIA	4,637
CHABOT	GAYLENE	22,146
CHABOT	MARIAN	31,900
CHABOT	CATHERINE	64,739
CHANCELLOR	DONNA	4,455
CHARKO	DORIS	18,927
CHARTIER	DONNA	28,102
CHEECHOO	ROBERT	6,200
CHIMKO	LUCILLE	7,247
CHOMETSKY	DELORIS	28,151
CHOQUETTE	VERONICA	13,343
CHORNEY	NORMA	38,746
CHOUMONT	BONNIE	9,550
CHRISTENSON	JANICE	32,044
CHRISTIANSON	LESLIE	52,048
CLAGGETT	WAYNE	29,862
CLAGGETT	JOYCE	49,448

Kelsey Trail Regional Health Authority
Personal Services over $2,500 for
year ending March 31, 2004

CLAPSON	BARBARA	36,971
CLARK	ANNE	3,400
CLARK	ANNE	5,192
CLARK	DONNA	22,083
CLARKE	MARGARET	29,160
CLARKE	JANICE	60,027
CLASSEN	MARJORIE	19,868
CLEAVELEY	NICHOAL	17,701
CLEAVELEY	JULIE	92,330
CLEVERLEY	WILLIAM	4,969
CLUNIE	RHONDA	30,234
COATES	ELDON	14,677
COLE	BETTY	64,940
COLLINS	COLLEEN	31,744
COLLINS	BEVERLY	32,016
COLLISON	NAOMI	12,050
COMMYS	CATHY	15,887
CONKIE	V MARIE	28,535
CONNOR	ANNE	59,518
COOPER	CAROL	2,607
COPELAND	SHARON	14,757
COSH	DEENA	15,319
COTE	CORNELIA	21,976
COULTER	CLAIRE	3,348
COX	ELAINE	21,776
CRANCH	TERRY	25,065
CRAVEN	BARB	4,497
CRICKETT	DONNA	56,912
CRITTENDEN	TRENNA	15,800
CRITTENDEN	BEVERLEY	18,711
CROCKER	JOHN	27,981
CROSS	DEBBIE	2,927
CROZON	KELLY	28,193
CRUICKSHANK	SHERRY	17,246
CRUIKSHANKS	SANDRA	24,544
CUMMINGS SMITH	SHERI	41,841
CUNNINGHAM	NAIDEEN	2,975
CUNNINGHAM	GAIL	11,579
CUNNINGHAM	DARCY	26,584
CUNNINGHAM	MARGARET	61,261
CURRIE	SHANNON	3,079
CURRIE	NORMA	20,242
CURRIE	DEBRA	31,334
CURRIE	MARGARET	70,255
CURRY	ISABELLE	31,656
CURRY	LORRAINE	34,732
CURSON	SHEILA	5,083
CURSON	SHEILA	23,584
DAGENAIS	GERMAINE	9,334
DAGG	ARLENE	43,155
DAHL	JOANN	16,670
DAHL	LESLEE	26,967

Kelsey Trail Regional Health Authority
Personal Services over $2,500 for
year ending March 31, 2004

DAHL	ALLAN	28,821
DAISLEY	ROSALIE	43,581
DALPE	KAREN	23,208
DALSHAUG-WILTON	VALERIE	12,401
DALZIEL	JOAN	58,968
DANKU	LEEANN	26,112
DAOUST	SHELLEY	3,316
DAOUST	ROXANE	10,257
DAUBENFELD	BEV	38,905
DAVIDSON	TREANZA	23,713
DAVIES	BONITA	29,986
DAVIO	EMILY	49,824
DAVIS	ANDREA	53,627
DEAN	JEAN	16,434
DEAN	MELODY	75,897
DEBOTH	JAMES	16,898
DEFOREST	EVA	16,900
DEIGHTON	GAIL	4,272
DEIGHTON	GAIL	4,306
DEIGHTON	GAIL	15,474
DELWISCH	SANDRA	39,463
DEMARSH	TERRY	36,446
DENTON	GORDON	117,988
DENYS	GAIL	31,894
DERENIWSKI	SHARON	25,676
DERKSEN	MICHELLE	19,081
DERY	DONNA	25,785
DESCHAMPS	BETTY	60,493
DESROSIERS	CONNIE	21,950
DESROSIERS	EVELYN	31,480
DETBRENNER	SHEILA	18,606
DEUTSCH	MINNIE	7,275
DEWAR	LAURIE	17,955
DIDLUCK	ROSE	3,772
DIERKER	CHRISTINE	57,352
DMYTRIW	DEBORAH	26,450
DOBRINSKI	BARB	65,026
DOBSON	DONNA	50,674
DODDS	PATRICIA	99,600
DOEPKER	CARRIE	31,199
DOERKSEN	KAREN	33,913
DOLEZSAR	KAREN	29,897
DOLL	RHODA	28,465
DONALD	TRISHA	3,261
DONALD	RONDA	51,267
DOUGLAS	VERNA	32,208
DRAKE	CHANTELLE	37,505
DRAUDE	PATTIE	45,077
DREBIT	SHIRLEY	32,030
DRESSLER	KEVIN	27,874
DROTAR	LYNNETTE	27,880
DUESTERBECK	SOPHIA	14,176

Kelsey Trail Regional Health Authority
Personal Services over $2,500 for
year ending March 31, 2004

DUFAULT	DEBRA	5,307
DULL	LEONA	29,509
DUNN	LYNDA	25,401
DUNNE	EVELYN	19,636
DYCK	DIANE	25,239
DYCK	ADLINE	28,788
DYCK	CHRISTINE	40,625
DYKE	BEV	24,029
EARNSHAW	LILY	28,237
EARNSHAW	HOWARD	29,902
EDMUNDS	BEVERLEY	51,780
EDSTROM	DARLENE	57,408
EDWARDS	TREENA	9,425
EDWARDS	JOANN	25,246
EDWORTHY	JUDITH	33,560
EITENEIER	JODY	20,899
ELLIOTT	PATRICIA	47,919
ELLIS	SHARON	16,839
ELVES	JAIME	14,302
EMRO	DONNA	33,378
ENGE	TERRY	18,658
ENNS	COLLEEN	31,057
ENS	CHERYL	36,483
ENS	EVAN	49,998
ERDMAN	COLLEEN	18,186
ERICKSON	BONNIE	31,996
ERICKSON DANKU	TRACY	26,694
ERICSON	RAYLEEN	20,284
ERNST	DEBORA	32,593
ERNST	RAEANN	43,625
EVANS	THERESA	15,377
EVENSON	SHIRLEY	22,101
EVERITT	TRACY	13,912
EWERT	GLADYS	27,859
FAGNOU	BETTYLOU	67,140
FANNON	LEE-ANN	2,819
FARBER	TRACY	58,708
FARNCOMBE	TANNIS	28,172
FAVREAU	BEVERLY	8,822
FAVREAU	MONIQUE	57,555
FEDORYCHKA	BERNICE	10,146
FEHR	DEBBIE	11,889
FEHR	HONEY	27,974
FENSOM	IRENE	6,470
FENTON	KATHYLYNN	12,364
FERGUSON	HEATHER	72,812
FERNWALT	DONNA	15,639
FIDYK	MELANIE	60,038
FILBEY	MARIA	9,113
FINDLAY	DIANA	6,929
FIRMAN DEPEEL	CHRISTINE	65,118
FIZELL	MARLENE	32,433

Kelsey Trail Regional Health Authority
Personal Services over $2,500 for
year ending March 31, 2004

FLEGG	SANDRA	27,743
FLETT	AUDREY	10,557
FLETT	EMILIE	35,765
FLETT	MARY	40,625
FLETT	WILLIAM	42,966
FLOCH	HEATHER	16,123
FLODELL	NORMA	31,481
FLODELL	DONALD	34,009
FLOWERDAY	DONNA LEE	14,693
FLOWERDAY	BEATRICE	28,119
FOLDEN	JACKIE	22,666
FOLDEN	VIVIANNE	24,199
FOLDEN	DEANNA	75,434
FOLSTAD	JOANNE	57,624
FOMRADAS	SHIRLEY	29,057
FORGET	CAROL ANN	29,380
FORSETH	BRENDA	26,968
FOSTER	MARYANNE	44,592
FOUNTAIN	SHARI	17,629
FOUNTAIN	GERALDINE	19,095
FOUNTAIN	CARMEL	19,338
FRANCAIS	MAUREEN	29,295
FRANCOEUR	JUDY	23,765
FRANKE	VERA	61,060
FRANKLIN	JUDY	38,980
FREDIN	DARLENE	33,017
FRENCH	LINDA	23,236
FRIESEN	VALERIE	11,856
FRIESEN	DWAYNE	62,722
FRIESEN	LORI	66,983
FRISBY	CHARLENE	18,393
FRISKE	JULIEANN	29,126
FRISKO	KATHLEEN	7,604
FRISKY	SHARON	67,044
FROEHLICH	JACALYN	28,592
FROESE	MARGARET	32,456
FROM	JUDY	33,791
FUNK	DONNA	3,125
FUNK	TRACY	19,322
FYFE	DAWN	29,741
GABRYSH	MIRIAM	42,981
GAERTNER	PATTI	28,185
GAGNON	WENDY	6,804
GAILLARD	NORMA	30,796
GALAMBOS	DENISE	31,346
GALLAYS	MARIE	29,269
GALLAYS	PAULETTE	57,503
GALLO	RITA	26,356
GAMBLE	MARLENE	7,470
GANTON	SONIA	36,982
GARCHINSKI	KIMBERLEY	33,655
GAREAU	MARIA	10,144

Kelsey Trail Regional Health Authority
Personal Services over $2,500 for
year ending March 31, 2004

GARINGER	MARLENE	9,670
GARINGER	DOREEN	32,139
GARVEY	ROBIN	25,219
GAUDRY	EMAGINE	25,734
GAUSMAN	VALERIE	27,261
GAUTHIER	JAMIE	32,125
GECK	DENISE	60,992
GEDDES	DARLENE	7,127
GENIK	HEATHER	25,917
GEROW	MARLENE	9,241
GERWING	ALLAN	31,644
GESSNER	MARY	33,026
GILL	PAULETTE	18,387
GILL	PAULETTE	23,174
GILLERT	SHARON	25,075
GILLERT	SUSAN	27,693
GILMER	JOAN	27,343
GINTER	MARGARET	36,300
GISI	GERRI	25,734
GLANVILLE	GAIL	32,760
GLAVES	CONNIE	61,081
GLEESON	DELORES	6,762
GLISTER	SHERRIE	32,419
GODDARD	SHARON	18,109
GOMOLCHUK	GAYLENE	33,037
GOOLIAFF	DOLORES	48,131
GORAYA	RACHELLE	26,574
GORDON	NADINE	19,611
GORDON	LINDA	24,063
GORDON	ARDIS	38,981
GORNIAK	MARLYS	39,430
GORSKI	DENISE	18,330
GOSSELIN	JEANNETTE	18,447
GRAHAM	LINDA	13,732
GRAHAM	SHEILA	32,238
GRANT	LOIS	13,440
GRAY	ELIZABETH	25,655
GRAY	MARGARET	29,509
GRAY	RAYMOND	31,540
GRAY	BERNICE	31,836
GRAY	MARILYNN	63,404
GREEN	LILA	26,642
GREENLAY	SHANNON	7,684
GRIFFITHS	DONALD	18,368
GRISDALE	HOLLY	3,049
GRISDALE	ELDA	6,093
GRONA	DANIEL	8,019
GROSECLOSE	PHYLLIS	19,773
GROSS	VERA	10,407
GRYPUIK	ANNE	29,148
GUDERYAN	GLADYS	3,294
GUEGUEN	ANN	26,802

Kelsey Trail Regional Health Authority
Personal Services over $2,500 for
year ending March 31, 2004

GUEST	SANDRA	23,660
GUILLET	VAL	31,796
GUNDERSON	BARBARA	10,229
GURBACH	TRINA	33,997
GUSTAFSON	JOANNE	25,909
GUSTAFSON	LOIS	41,030
GUTEK	CHERYLE	19,297
HADLAND	IONA	31,996
HAENSEL	KATHERINE	15,913
HAGE	BARBARA	43,767
HAGEN	JENNY	29,183
HAGEN	MAUREEN	56,086
HAGGARD	FAYE	14,552
HAGGSTROM	GAIL	26,519
HAIDEY	ARLENE	13,807
HAINSTOCK	MARJORIE	10,961
HAINSTOCK	DONNA	26,919
HALE	BEVERLY	50,674
HALEY CALLAGHAN	ANNE	104,746
HALL	SUZANNE	5,694
HALL	MICHELLE	6,798
HALL	JANICE	16,711
HALL	JEANINE	21,609
HALL	LISA	28,989
HALL	JUDY	29,889
HALLAND	LOUISE	23,092
HALLBERG	HALEY	22,169
HALLER	JODY	27,922
HALLIDAY	ROSE	27,543
HAMEL	ESTHER	29,271
HAMILTON	LORNA	32,185
HAMPTON	BONNIE	61,656
HAMRIN	CHERYL	25,498
HANABACK	KIMBERLY	31,752
HANCOCK	PATRICIA	24,692
HANCOCK	JASON	44,735
HANGS	KATHLEEN	39,588
HANNA	KAREN	9,048
HANSON	PAULINE	4,242
HANSON	ZOE	8,572
HANSON	SHERRY	13,114
HANSON	ROBERTA	21,119
HANSON	CHARMAINE	28,261
HANSON	LORNE	30,637
HANSON	SHERRI	33,525
HANSON	BETTE	37,848
HARASYMUK	BRIAN	35,839
HARBICHT	FAYE	45,661
HARBISON	EFFIE	23,287
HARDER	VICTORIA	9,530
HARDER	JOAN	26,727
HARDIE	JANICE	16,423

Kelsey Trail Regional Health Authority
Personal Services over $2,500 for
year ending March 31, 2004

HARDY	CHARLOTTE	20,123
HARKER	SANDRA	32,319
HARLEY	GLENYS	15,160
HARMON	CRYSTAL	13,387
HARMON	IRENE	30,936
HARPER	CATHERINE	22,212
HARPER	JOYCE	33,718
HARPER	RENNIE	93,921
HARRIS	MARILYN	30,603
HARRIS	NORMA	31,244
HARROWER	NOREEN	27,365
HART	SANDRA	37,263
HARTMAN	LEANNE	27,128
HARTMAN	DANNY	37,320
HAUCK	BRENDA	22,374
HAUGO	KRISTINE	5,349
HAUGO	ALINE	37,057
HAYDUK	BRENDA	7,229
HAYDUK	MICHAEL	61,430
HAYES	WENDY	39,261
HAYWARD	CHERYL	17,259
HAYWARD	FLORENCE	25,529
HAYWARD-HUNKIN	MICKIE	62,509
HAYWORTH	BEVERLY	42,095
HEAD	BERTHA	9,020
HEARN	EVELYN	2,692
HEARN	DIANA	20,499
HEAVIN	MARION	5,175
HEDIN	JOANN	56,353
HEDIN	WAYNE	57,088
HEINRICHS	CAROLYN	15,764
HELGASON	CHRYSTAN	4,939
HELSTROM	VERNON	4,861
HELSTROM	CHERYLE	14,021
HEMINGSON	LINDA	60,939
HEMSLEY	DEBORA	31,166
HENDERSON	BONNIE	25,063
HENNINGS	PATTY	29,169
HEPPNER	ELSIE	31,791
HERMUS	JOAN	18,696
HERON	MAUREEN	31,375
HERZBERG	SYLVIA	41,146
HESTER	ANNETTE	17,933
HEWITT	DIANE	5,620
HEWITT	ANNADAWN	58,378
HIEBERT	SHELLEY	28,026
HILDEBRANDT	JAMIE	17,695
HILL	HAZEL	18,197
HILL	LOIS	33,340
HIND	DANIEL	29,851
HIND	DEBBIE	30,754
HINDLEY	YVONNE	30,499

Kelsey Trail Regional Health Authority
Personal Services over $2,500 for
year ending March 31, 2004

HINRICHSEN	JEANNINE	30,759
HIPKINS	CARLA	5,150
HIRON	EILEEN	30,009
HIRSCH	JANA	47,254
HOBBINS	TIM	65,501
HODGSON	LINDA	13,893
HOESS	LAURA	27,351
HOFFMAN	MARTHA	26,617
HOFFUS	IRENE	31,660
HOFFUS	DIANE	38,376
HOFFUS	MARIANNA	45,617
HOLDSTOCK	CHRISTINA	31,979
HOLLAND	MARY	6,948
HOLMEN	RITA	3,462
HOLMGREN	ARVELLA	37,187
HOLOIEN	CAROLINE	43,182
HOLOWACHUK	STELLA	16,660
HOLOWATY	CAROL	19,933
HOLTKAMP	YVONNE	18,836
HOLUK	JANET	11,263
HOLUK	CAROL	49,013
HOMSTOL	DIANNE	27,752
HONEYMAN	EDITH	7,566
HOOD	CYNTHIA	13,256
HOPE	LAVONNE	36,769
HOPKO	ELAINE	20,136
HOPPE	MARILYN	30,417
HORBACH	CHRISTOPH	14,506
HORBACH	JUDY	28,540
HORN	LISA	9,406
HORVATH	DEBBIE	6,356
HOSALUK	SANDRA	26,925
HOSLER	CLAIRE	44,435
HOUSDEN	NINA	25,407
HOWE	ELIZABETH	5,011
HOWSE	WENDY	3,173
HOYT	CATHERINE	34,084
HRENKIW	COLLETTE	33,645
HRYCAK	DOREEN	31,647
HRYCHUK	ELLEN	36,204
HRYCHUK	MICHELLE	46,961
HRYHOR	CAROL	36,156
HRYNKIW	DARLENE	24,805
HUBER	DOROTHY	24,939
HUDAK	DARLENE	19,655
HUDON	LAURETTE	13,798
HUDSON	LINDA	29,142
HUE	ANGIE	36,000
HUGG	SHAUNA	15,099
HUGHES	TRACY	50,312
HULAK	HELEN	26,710
HUMPHREYS	DENISE	2,622

Kelsey Trail Regional Health Authority
Personal Services over $2,500 for
year ending March 31, 2004

HUNT	STACEY	7,664
HUNT	JACQUELIN	20,527
HUNT	SHIRLEY	50,673
HUNTER	JANET	29,928
ILNISKY	JUDITH	29,948
IRVING	ANNEMARIE	7,478
IRVING	MARLENE	26,551
ISBERG	KATHIE	32,864
IVES	BRENDA	49,728
JACKSON	CHERYL	2,698
JACKSON	MARIANNE	8,990
JACOBS	MIRIAM	17,339
JACOBS	BONNIE	26,249
JAKUBOWSKI	CARLA	12,926
JAKUBOWSKI	SHIRLEY	20,573
JAKUBOWSKI	KELLI	28,989
JAMIESON	JOAN	47,630
JANSEN	DONNA	20,803
JANZEN	ROSALEE	29,343
JANZEN	LISA	30,004
JARDINE	MARGARET	31,659
JENNINGS	TAMMY	17,111
JESMER	DEANA	30,682
JINJOE	HELEN	6,781
JOHNS	SHERYL	61,663
JOHNSON	BONNIE	9,216
JOHNSON	ELAINE	17,240
JOHNSON	HAZEL	17,662
JOHNSON	COLETTE	21,353
JOHNSON	M LYNN	27,752
JOHNSON	DONALD	28,928
JOHNSON	PEGGY	30,982
JOHNSON	MARILYN	31,646
JOHNSTON	BARBARA	18,334
JOINSON	MARGARET	7,447
JONES	ELIZABETH	30,243
JONES	BEATRICE	39,936
JONES	JUDY	49,591
JORDISON	KATIE	47,274
KAJNER	NEELIE	3,530
KAJNER	JUDY	31,117
KAMINSKI	RICK	24,530
KAPELLER	SHARON E	15,115
KAPELLER	BETTY	27,995
KARLE	DEBBIE	20,673
KARRAS	BRUCE	3,413
KEEPING	RUTH	17,360
KEHRIG	BEVERLY	21,912
KEHRIG	KIMBERLEY	32,143
KELLETT	ALICE	6,699
KELLETT	ALICE	11,809
KELSEY	CONNIE	29,753

Kelsey Trail Regional Health Authority
Personal Services over $2,500 for
year ending March 31, 2004

KENNO	BARBARA	13,045
KERNALEGUEN	GUEN	6,543
KHAN	MOHAMMAD	102,178
KIDNEY	LOIS	13,426
KIEFER	MARILYN	12,449
KIMBALL	VALERIE	52,821
KIMMIE	BEVERLY	28,392
KINASCHUK	HAZEL	21,788
KINCH	DEREK	34,477
KING	JOANNE	3,451
KING	ELAINE	30,310
KIPLING	FLORENCE	15,587
KIRK	WENDY	34,538
KIRKLAND	JOANNE	5,984
KIRKLAND	BLAIRE	22,783
KIRKLAND	SHERRIE	27,565
KIRZINGER	LEANNE	3,601
KISTNER	WENDY	20,417
KITELEY	TRINA	31,580
KITELEY	WANDA	57,095
KJELSHUS	BRIAN	29,305
KJELSHUS	LESLIE	37,527
KLASSEN	DIANNA	32,486
KLEIBOER	CELINE	21,738
KLEIBOER	SHARON	34,251
KLIMM	RITA	32,103
KLINCK	MELBA	33,026
KNUDSEN	PIPER	3,812
KNUTSON	PAULETTE	32,919
KOCUR	JULIE	21,531
KOLODINSKY	JOSEPH	27,525
KOLODINSKY	CHARLEEN	28,607
KOLYBABA	AMANDA	15,804
KORNBERGER	MARILYN	26,755
KOSAR	SHARON	38,226
KOSOKOWSKY	LOUISE	5,615
KOTKO	EDITH	23,135
KOVACH	TAMMY	54,668
KOVACS	CORAL	29,408
KOWAL	LOUISE	63,898
KOWALCHUK	CHERYL	14,502
KOWALYK	LEAH	4,668
KOZAK	HILDA	26,495
KOZUN	CAROL	18,219
KRAFT	KYLA	6,084
KRIEG	COREESE	18,646
KRIEG	GARRY	49,094
KRUGER	HELEN	31,587
KRUSHELNISKI	ROSE	4,175
KRZYSIK	DIANNE	24,507
KUBE	MARY	13,584
KUHBERG	SYLVIA	20,294

Kelsey Trail Regional Health Authority
Personal Services over $2,500 for
year ending March 31, 2004

KULPA	BEVERLY	21,770
KULYNA	DONNA	13,991
KUNY	MAY	36,369
KURTZ	MAUREEN	43,214
KUSHNIRUK	NOREEN	31,468
KUSNIAK	EVELYN	4,657
KWASNEY	ANTONIE	38,438
KWASNEY	LAURIE	63,405
KWIATKOWSKI	LEONA	22,000
LA COCK	REYNO	11,171
LACHEUR	DEBRA	36,607
LACZKO	JOCELYN	23,589
LACZKO	SHARRI	31,180
LAFLEUR	LINDA	20,328
LALONDE	DEBORAH	56,985
LALONDE	FLORENCE	60,374
LAMONT	RHONDA	4,660
LAMONT	AUDREY	38,984
LANNING	DIANA	16,739
LARIVEE	MARYANNE	28,007
LARRE	JULIA	3,683
LARRIVEE	JEAN	26,962
LARSEN	MARLENE	29,695
LARSON	BARBARA	33,056
LARSON	LEONILA	34,061
LAURANS	MONA	30,602
LAVOIE	MARY	31,439
LAW	MAVIS	26,756
LAWSON	DANIEL	18,990
LAXDAL	ROSEMARY	14,641
LAYCOCK	AUDREY	26,714
LE BRAS	DOREEN	38,719
LE FRANC	SHELLY	31,590
LE GRAND	MILDRED	33,291
LEATHEM	EDNA	28,019
LEBEL	DIANE	3,415
LEBEL	DEBRA	25,973
LEBLANC	SOPHIE	7,031
LEBLANC	RENEE	63,230
LECHLER	PAMELA	35,319
LECOMTE	MARCEL	6,445
LEE	SUSAN	22,225
LEE	SANDRA	26,687
LEE	ROXANNE	58,693
LEECH	CHRISTA	6,485
LEEK	BRENDA	36,209
LEEPART	BEVERLY	2,790
LEEPART	BEVERLY	39,053
LEFEBVRE	JUDY	23,727
LEFFLER	DIANE	33,774
LEHNE	CHERYL	50,561
LEMIEUX	MARIETTE	28,449

Kelsey Trail Regional Health Authority
Personal Services over $2,500 for
year ending March 31, 2004

LENGYEL	DEL	35,373
LENHARDT	DEANNA	2,846
LEPP	PAULA	3,706
LERAY	CHERYL	23,976
LESYSHEN	ROY	4,755
LESYSHEN	ROY	20,817
LESYSHEN	CATHY	44,393
LETENDRE	DENNIS	33,811
LEURER	ELIZABETH	11,699
LEWELLIN	AGNES	32,684
LEWIS	LYNNE	14,028
LEWIS	LESLIE	27,747
LEYH	CINDY	30,211
L'HENAFF	COLLEEN	7,499
LINDBLOOM	VERA	15,203
LINDQUIST	IRENE	21,000
LINDSAY	MYONG	11,282
LINDSAY	MAUREEN	28,606
LINDSAY	ROSEMARIE	28,809
LINDSAY	LYNDA	40,987
LINK	DALE	7,300
LINKE	MARION	23,693
LITTLE	MARILYN	23,201
LITTLE	TANYA	28,359
LITTLE	STACEY	29,428
LITZENBERGER	JOAN	45,325
LLOYD	HENRIETTE	53,895
LOCKERT	GERMAINE	15,929
LOCKIE	LAURY	23,406
LOGAN	BRENDA	14,975
LOGAN	LOIS	29,572
LOGAN	KIM	61,192
LOKKEN	SHEILA	31,882
LONG	FRANCES	18,714
LONG	VALERIE	61,081
LONGMAN	SHIRLEY	32,963
LONGMAN	DONNA	33,031
LOVE	NICOLETTE	40,401
LOVE	MARDELL	44,726
LOWE	PATRICIA	16,581
LOWE	IRENE	31,607
LOZINSKI	CINDY	4,553
LUEKEN	LINDA	41,455
LUNDY	PATRICIA	31,571
LUNE	DIANNE	30,501
LUNGULL	ERVIN	26,395
LUPIEN	LISA	24,009
LUSSIER	JOANNE	14,802
LUTZ	ADELLA	31,514
LYNDS	LAUREL	36,490
LYONS	BARRY	74,360
MACDONALD	MARGARET	2,503

Kelsey Trail Regional Health Authority
Personal Services over $2,500 for
year ending March 31, 2004

MACDONALD	MARGARET	8,541
MACDONALD	JUDY	13,051
MACDONALD	COLLEEN	28,240
MACDONALD	CAREY	28,385
MACDONALD	ELAINE	29,327
MACGREGOR	JULIE	32,008
MACKIE	CARMEN	15,932
MACKINTOSH	JACQUELIN	31,965
MACLENNAN	PAULETTE	20,432
MACPHERSON	MARILYNN	49,795
MACRAE	DARLENE	2,990
MADRYGA	LORRAINE	28,085
MAGEE	IAN	31,434
MAGER	BRENDA	63,716
MAGIS	AGI	30,612
MAGNUS	ROLLANDE	57,664
MAHON	SHERRY	40,756
MAHUSSIER	KARLA	7,191
MAHUSSIER	GILLIAN	19,805
MAHUSSIER	DENISE	37,030
MAHUSSIER	WANDA	62,043
MAJOCHA	FRANCES	30,148
MAJOR	LISA	63,716
MANKLOW	WILLIAM	32,612
MANN	DONNA	31,343
MANSIERE	JEANNETTE	5,876
MARCHILDON	DENISE	16,298
MARCHUK	TANIS	27,854
MARIENHOFF	MARILYN	28,703
MARLEAU	BARBARA	54,939
MARSHAK	AUDREY	27,918
MARSHALL	CARLA	9,131
MARSHALL	HOWARD	35,073
MARSHALL	MARGO	44,659
MARTIN	SANDRA	7,615
MARTIN	DEBBIE	27,508
MARTIN	DELORES	32,238
MARTIN	KADE	48,710
MARTIN	SCOTT	57,088
MARTIN	PAULINE	57,888
MASON	KATHY	24,275
MASON	SHARON	32,556
MASON	ANNETTE	37,739
MASSE	MELISSA	5,246
MASSE	VALERIE	16,139
MASSE	SHIRLEY	33,378
MASTRACHUK	LORNA	28,925
MATHESON-BOE	DANA	31,693
MATHIEU	ELEANOR	3,153
MATIASZ	TAMMY	49,584
MATTON	BONNIE	23,275
MAXWELL	SHEENA	5,196

Kelsey Trail Regional Health Authority
Personal Services over $2,500 for
year ending March 31, 2004

MAYERLE	JONATHAN	59,248
MAYNARD	MARGARET	31,511
MCCHESNEY	JACKIE	27,332
MCCLEARY	ANGELA	38,197
MCCORD	KATJA	17,557
MCCORRISTON	HEATHER	32,359
MCCORRISTON	ELIZABETH	58,070
MCDERMOTT	LINDA	34,544
MCDONALD	SHIRLEY	22,076
MCDONALD	LENORE	26,693
MCDONALD	LINDA	28,436
MCDOUGALL	GLENDA	31,203
MCFARLANE	LANA	37,108
MCGREGOR	DIANA	2,761
MCHUGH	MARGARET	6,985
MCKAY	PAMELA	67,816
MCKEE	JEANETTE	31,224
MCKEE	WILMA	33,077
MCKENNEY	DOREEN	27,380
MCKERRACHER	GWEN	14,396
MCKNIGHT	MARLENE	26,551
MCLAREN	JULIE	33,594
MCLAY	BRENDA	30,027
MCLEAN	CHERYL	15,142
MCLEAN	VALERIE	18,935
MCLEOD	LETTY	29,545
MCNAIR	ELFREDA	59,595
MCRAE	SHANNON	10,943
MCSHANNOCK	VICTORIA	56,423
MEIER	BONNIE	59,915
MEISSNER	DON	5,460
MELNYCHUK-POCHAI	GAIL	57,562
MELROSE	BEVERLY	38,492
MENNIE	MAXINE	25,068
MENZIES	TERRY	21,824
MENZIES	ANNETTE	48,681
MERRIMAN	SHANE	92,330
MESSNER	JANICE	61,651
MESZAROS	ANITA	32,517
METCALFE	JUDY	22,679
MEVEL-DEGERNESS	NADINE	55,622
MEYER	KATHLEEN	54,844
MEYERS	ELIZABETH	30,520
MEYERS	T.RAELYNN	31,675
MEYERS	STACEY	40,924
MIAZGA	MARLENE	4,536
MIAZGA	STELLA	30,023
MILLER	DOROTHY	32,457
MILLER	ALLISON	34,545
MILLER	MARGARET	57,770
MILLER	HEATHER	58,690
MILLS	RUBY	19,743

Kelsey Trail Regional Health Authority
Personal Services over $2,500 for
year ending March 31, 2004

MILNE	ROMONA	11,471
MILNE	ELIZABETH	22,254
MINKY WOOD	DEBBIE	28,910
MINTER	ANGELA	26,266
MISSKEY	LISA	53,622
MISSLER	LINDA	15,262
MITCHELL	TRENT	62,030
MOCHORUK	DONNA	34,220
MOEN	JUDITH	63,716
MOFFAT	GLENDA	3,677
MOFFAT	SHIRLEY	48,418
MOLNAR	GLORIA	24,397
MONASTYRSKI	TRICIA	28,688
MONETA	SHARI	22,228
MONETA	SHARI	26,599
MOORE	NICOLETTE	38,742
MORD	KATHY	26,331
MORIN	NATALIE	73,001
MORRISON	DEBORAH	31,744
MORRISSEY	MARLENE	22,002
MORROW	IRENE	38,716
MORTON	MYRNA	3,581
MOULTON	TANYA	52,192
MOYEN	SHERRY	27,421
MUNRO	ANGIE	28,634
MUNROE	CRYSTAL	13,692
MURPHY	FEMMIE	31,561
MURRAY	CAROL	29,858
MUSSELMAN	MELANIE	7,369
MUTIMER	RITA	23,680
MUTIMER	CANDICE	28,272
MYHRE	LAVINA	28,129
MYHRE	CHRISTIE	55,076
MYRHEIM	DAWN	29,915
MYSLICKI	ROSELIE	38,600
NABER	COLLEEN	68,852
NAGY	STACEY	28,035
NAGY	KAREN	31,652
NAGY	EDITH	32,482
NAKONIECZNY	ADA	17,109
NALEPA	LOUISE	28,635
NEDELEC	EVELYN	34,029
NEIGEL	CINDY L	59,312
NEIGHBOURS	APRIL	29,180
NEIMOR	SHELLEY	5,200
NEISZNER	TANYA	58,348
NELSON	KAREN	24,095
NELSON	ELLA	31,548
NELSON	MICHELE	33,170
NERLIEN	ELVA	20,408
NERLIEN	BRENDA	32,631
NEUMANN	VELMA	51,146

Kelsey Trail Regional Health Authority
Personal Services over $2,500 for
year ending March 31, 2004

NICHOLAS	MELISSA	6,111
NICHOLLS	JOANNE	8,697
NICHOLSON	MARILYN	26,951
NICHOLSON	COLETTE	30,907
NICKEL	GWENDOLYN	18,695
NICKEL	LORI	23,987
NICKEL	RHONDA	66,652
NICKESON	BRENDA	9,993
NILSON	CAROL	21,088
NOER	SHIRLEY	13,782
NOGIER	WAYNE	44,268
NONTELL	MARGARET	36,717
NORDMARKEN	KIMBERLY	22,119
NORDMARKEN	CINDY	30,412
NORDSTROM	PAULETTE	25,563
NORDSTROM	RUTH	31,344
NORDSTROM	JAMES	35,562
NOSBUSH	DIANE	26,657
NOWLIN	LESLEY	28,475
NUMEDAHL	GLADYS	31,631
NYGAARD	KRISTIN	3,282
NYGAARD	DEBBIE	24,006
NYSTUEN	CRYSTAL	10,957
OAR	KATHY	29,057
O'BRIEN	MARY	32,113
O'FLANAGAN	LINDA	27,660
OFTEBRO	MARILYN	64,036
OFUKANY	SONIA	42,930
OLAFSON	LESLEY	12,673
OLAFSON	SHARON	23,660
OLSON	DINAH	8,247
OLSON	JOAN	32,009
OLSON	MICHELLE	53,257
ONEIL	KEVIN	32,696
O'NEIL	VICKY	24,315
ONYSKIW	FERN	15,278
OROBKO	LAURA	9,296
ORR	TRUDY	23,972
OSECKI	GLENISS	16,945
OSECKI	MELONY	23,722
OSTLUND	LISA	17,761
PAGAN	BRIGITTA	27,733
PAHLKE	SHARON	22,899
PALANIUK	PAT	16,354
PALANIUK	CARLA	25,546
PALKO	HARRY	5,013
PALMER	JEANNE	25,279
PARCHOMA	SHELLEY	33,303
PARKER	BRENDA	22,753
PARKER	CINDY	31,772
PARLEE	TAMMY	47,244
PARSONS	ANCA	17,358

Kelsey Trail Regional Health Authority
Personal Services over $2,500 for
year ending March 31, 2004

PARSONS	HELEN	29,786
PASISHNEK	LEANNE	52,287
PATENAUDE	JACQUELIN	3,733
PATENAUDE	ELAINE	30,920
PATENAUDE	JUDY	39,764
PATTERSON	MARIE	6,222
PATTERSON	BRENDA	22,774
PATTERSON	TRUDY	25,414
PATTERSON	DALE	38,043
PAUL	ELAINE	22,895
PEARSE	MARILYNN	26,352
PEDERSON	LYNN	18,401
PEDERSON	PATRICIA	70,079
PELLETIER	CATHERINE	6,088
PELLETIER	SHARON	26,707
PENMAN	EMILY	14,377
PENNER	TAMMY	29,254
PENNER	SHARLENE	32,824
PENNER	SHELLEY	32,929
PENNYCOOK	DONNA	27,012
PEOPLES	PAMELA	3,175
PEOPLES	COLETTE	24,772
PERKINS	TALLA	9,136
PERKINS	LYLE	30,789
PERKINS	JEAN	54,093
PERRAULT	LINDA	36,240
PERRON	KATHLEEN	20,510
PETERS	JULIA	22,199
PETERS	ELSIE	30,795
PETERS	MAE	31,680
PETERS	SHARON	58,438
PETERS	RICHARD	66,776
PETERSEN	LORRAINE	61,268
PETERSON	DENISE	4,128
PETERSON	KELLY	8,816
PETERSON	SHERYN	21,089
PETERSON	LINDA	22,341
PETERSON	SYLVIA	24,126
PETERSON	VERONICA	36,517
PETRIN	PEGGY	15,816
PETTERSON	MARILYN	32,705
PHILIPATION	RYAN	62,439
PHILLIPS	LISA	58,316
PICKERING	CONNIE	33,297
PIETERSE	SANDRA	26,618
PIHOWICH	BRENDA	19,055
PIPCHUK	DARLA	19,027
PIRIE	MARGARET	25,407
PLACSKO	JOAN	21,621
PLAMONDON	JOANNE	6,054
POHL	CURTIS	4,259
POHL	CURTIS	17,913

Kelsey Trail Regional Health Authority
Personal Services over $2,500 for
year ending March 31, 2004

POHL	CHRISTINE	72,162
POLLREIS	BONNIE	54,385
POMPU	TERRI	29,935
PORTER	DIANE	19,699
PORTER	LYNNETTE	26,588
POWALINSKY	MARK	24,286
POWELL	HEATHER	28,001
PRALL	DOREEN	5,311
PRASKI	DEBRA	17,046
PREFONTAINE	HOLLY	32,430
PRINCE	CHARLAINE	6,251
PUETZ	NIKKI	16,556
PUGH	HEATHER	2,644
PUGH	ALISON	2,975
PULKINEN	MARJORIE	60,425
QUESSY	MARION	10,522
QUIBELL	GLORIA	31,651
QUINTAINE	BETTY	27,677
RADOM	HEATHER	17,488
RALPH	DIANE	32,233
RALPH	SANDRA	34,158
RAMSTEAD	PAMELA	27,225
RANDALL	JACKIE	31,492
RANSOM	LINDA	29,290
RATCLIFFE	BEVERLEY	32,207
RATZLAFF	LYNDSAY	30,640
READ	RUTH	51,818
REED	DORIS	27,333
REED	JUNE	27,571
REED	LEANNE	38,473
REICH	RALPH	26,238
REICHERT	KELLY	22,341
REID	MADELINE	29,427
REID	BARBARA	58,168
REIMER	CHERYL	23,156
REIN	SHALYN	8,314
REMPEL	COLYN	20,175
REMUS	RON	35,477
RENNIE	DEBORAH	27,017
REVESZ	JULIA	27,976
REVOY	VIVIAN	30,556
RIBEIRO	RONA	3,427
RICHARDSON	SHERRY	7,481
RICHTER	CRYSTAL	29,601
ROBB	ELEANOR	65,126
ROBERT	KIM	18,096
ROBERTS	ELIZABETH	49,368
ROBIN	JOHN	3,072
ROBIN	ROSANNE	52,580
RODGERS	MELISSA	28,904
RODIER	JUDY	32,745
ROGALSKI	LEANNE	8,321

Kelsey Trail Regional Health Authority
Personal Services over $2,500 for
year ending March 31, 2004

ROGERS	BERYL	26,968
ROGERS	TRENT	31,493
ROGERS	GREGORY	40,307
ROGERS	CANDACE	42,320
ROMANIUK	PHYLLIS	17,575
ROMANIUK	TRINA	50,674
RONEY	CYNTHIA	4,989
ROPER	CHRISTINA	4,481
ROSENTHAL	MARLENE	31,121
ROSS	KATHY	20,088
ROSS	PHYLLIS	23,226
ROSS	SHELLY	24,028
RUDACHYK	BETTY	57,703
RUDD	DIANA	30,562
RUDY	STEVE	7,117
RUDYCHUK	MARGARET	60,162
RUNN	DEBORAH	27,521
RUNN	JANETTE	30,050
RUNN	DENISE	42,254
RUNN	DIANE	44,522
RUSK	DOREEN	33,896
RUSSELL	COLEEN	5,112
RUSSELL	WANDA	31,658
RUSSELL	COLEEN	32,363
RUSSELL	HILDA	52,210
RUTHERFORD	ANN MARIE	27,150
RUTHERFORD	SHELLEY	64,072
RUTKA	JUDY	18,313
RYBINSKI	JOE	92,330
RYHORCHUK	IVAN	13,336
RYHORSKI	SHERRY	28,533
SAKUNDIAK	NATALIE	6,834
SALISBURY	MYRA	33,974
SALMOND	TINA	9,284
SAMIDA	LORIE	25,612
SANDERSON	CHRISTINE	3,084
SARANCHUK	JOCELYN	44,505
SATHER	BETTY ANN	32,277
SAUDER	SUSAN	24,217
SAUER	TERESA	28,448
SAWATZKY	DEENA	16,787
SAYNES	MARIA	8,479
SCARF	JEANNETTE	9,647
SCARF	ELAINE	31,313
SCARF	JEANNETTE	47,768
SCHEIDL	CAROL	66,097
SCHEIDL	LEONARD	73,700
SCHEKK	DORA	22,601
SCHELL	WENDY	60,632
SCHELLENBERG	LEONA	26,189
SCHELLENBERG	MARY	28,834
SCHELLENBERG	LINDA	30,015

Kelsey Trail Regional Health Authority
Personal Services over $2,500 for
year ending March 31, 2004

SCHIDLOWSKY	PATTI	44,973
SCHMALTZ	CARLENE	56,237
SCHMIDT	TANYA	23,055
SCHMITT	JOYCE	14,905
SCHREINER	CELIA M	26,046
SCHREINER	KERRY	29,289
SCHULER	MARIJANE	46,891
SCHULTZ	SHELLEY	25,492
SCHULTZ	RITA	51,687
SCHUSTER	KIMBERLY	4,402
SCOTT	BRENT	47,115
SCUTCHINGS	JODIE	15,206
SEABROOK	JOANNE	15,720
SECK	EMILY	58,801
SEFTON	JUDY	63,721
SEIFERLING	SHEILA	54,673
SENECAL	JEAN	8,862
SERELO	ELAINE	32,095
SERHAN	DEBBIE	38,837
SERHAN	DEANNA	61,081
SHANER	CAROL	57,058
SHATULA	ANGELA	27,918
SHAW	JOAN	6,779
SHEREMETA	VICTOR	29,787
SHIELS	PATRICIA	43,950
SHIPLACK	SHERYL	12,389
SHIRLEY	MARLENE	18,343
SHMYR	DOREEN	24,090
SHMYR	JOSEPHINE	27,633
SHOEMAKER	VERONICA	29,334
SHOLTER	EVELYN	46,784
SHORE	HEATHER	20,249
SHUFLADA	PEARL	32,156
SIBLEY	GLORIA	13,373
SIDDONS	SANDRA	45,654
SIMONS	LORRAINE	16,204
SIMONSON	AMY	15,802
SIMONSON	WENDY	32,265
SIMPKINS	DEBBY	62,021
SIMPSON	PATRICIA	6,782
SINCLAIR	DARLA	28,506
SISSON	MAXINE	34,971
SKAALRUD	AGNES	14,425
SKAALRUD	SHEILA	28,474
SKIFTUN	JOANNE	13,293
SKIFTUN	COLETTE	48,108
SKILLITER	DIANE	37,085
SKINNER	MICHAEL	40,259
SKLAR	PAULETTE	20,985
SLACHTA	SHARON	22,808
SLOAN	BRUCE	45,463
SLOBODZIAN	MONICA	22,185

Kelsey Trail Regional Health Authority
Personal Services over $2,500 for
year ending March 31, 2004

SLOBODZIAN	FRED	64,436
SLUSAR	LISA	20,429
SLUSAR	BRENDA	25,795
SLUSAR	CANDACE	32,164
SLY	CAROL	10,668
SMALLBOY	SANDRA	35,069
SMEARS	WANDA	36,212
SMITH	KAREN	2,514
SMITH	STEPHANIE	3,607
SMITH	CAROL	6,866
SMITH	IRIS	26,917
SMITH	KATHY	27,102
SMITH	DORIS	28,574
SMITH	DEBBIE	36,095
SMITH	DOUGLAS	49,002
SMITH	DIANE	54,883
SMITH	AMY	56,196
SMITS	SHELLY	16,284
SMITS	KELI	22,807
SMOKYDAY	ELAYNE	21,830
SMYSNIUK	LESIA	24,533
SNORRO	WANDA	27,865
SOCHASKI	LINDA	20,337
SOCHASKI	DEBBIE	49,344
SOLSTEN	SHELLY	34,917
SOMERS	PAMELLA	9,583
SOONIAS	MYRNA	48,413
SORESTAD	TRACY	26,795
SOUCY	TIMOTHY	17,012
SOUCY	DARCI	21,545
SOUTHWORTH	CRYSTAL	11,531
SPAGRUD	LOIS	58,604
SPEDDING	DEBORAH	20,315
SPENCER	KIM	20,016
SPENCER	JAN	53,959
SPICE	LINDA	56,867
SPOTT	DONNA	17,170
SPOTT	DONNA	31,079
SPRACKMAN	MICHELLE	53,548
SPRATT	CORALIE	51,598
ST CYER	CONNIE	26,302
STACEY	CARRIE	48,816
STADNEK	CHERYL	27,732
STADNEK	SONJA	51,488
STANG	RHONDA	21,689
STAPLES	ANDREA	49,552
STEEG	DAVID	73,498
STEEN	HOWARD	38,682
STENSRUD	EILEEN	9,062
STENSRUD	COLLEEN	57,259
STEVENSON	KATHLEEN	57,246
STEVENSON	CHERYL	59,169

Kelsey Trail Regional Health Authority
Personal Services over $2,500 for
year ending March 31, 2004

STEWART	MEGAN	10,907
STEWART	PATRICIA	36,821
STOBBS	VERNON	31,518
STOBBS	DIANE	32,271
STONEHOUSE	THERESA	21,929
STREET	FAYE	45,578
STREETON	PATRICIA	59,246
STRELIOFF	ANGELA	55,727
STRINHOLM	DAWN	34,738
STROME	KAREN	15,487
STUEFLOTEN	DENEEN	26,572
STUSHNOFF	GLORIA	26,386
STYAN	CATHY	48,335
SULLIVAN	CLINT	33,968
SULLIVAN	NORINNE	49,677
SUNDELIN	JACQUELIN	8,781
SUNDELIN	ROBIN	13,859
SUNDELIN	JACQUELIN	20,780
SUNDERLAND	LAVONNE	37,769
SVENSON	THELMA	27,292
SWANSON	JOAN	63,716
SWEHLA	LINDA	5,003
SWIRSKY	CHRISTINE	29,965
SYRENNE	SHARON	32,203
SYRJANEN	SANDY	8,495
SZAKACS	MYRTLE	30,716
SZYDLOWSKI	CYNTHIA	12,166
SZYDLOWSKI	DONNA	28,568
TAIT	JEAN	4,043
TAIT	SHELLEY	19,774
TAMME	LINDA	27,210
TATARYNOVICH	MARY	71,014
TAYLOR	JEAN	7,838
TAYLOR	X ELLEN	9,028
TAYLOR	LOUISE	30,354
TAYLOR	GLORIA	32,432
TAYLOR	SHIRLEY	32,575
TAYLOR	CHRISTINE	36,953
TAYLOR	ETTA	37,738
TAYLOR	GLORIA J	58,363
TAYLOR	PATRICIA	71,622
TEALE	JOYCE	31,236
TEGSTROM	BRENDA	23,851
TELFORD	JANICE	21,617
TERRY	DOUGLAS	73,170
THERRES	VALERIE	26,896
THESEN	BEATRICE	24,285
THEVENOT	KAREN	25,159
THIBAULT	DENISE	30,899
THIBODEAU	TERRY	9,238
THOMAS	MYRNA	6,574
THOMAS	DONNA	25,589

Kelsey Trail Regional Health Authority
Personal Services over $2,500 for
year ending March 31, 2004

THOMAS	LAURETTE	28,843
THOMAS	SUSAN	57,140
THOMMES	ANNA	6,109
THOMPSON	LANA	4,468
THOMPSON	LEAH	12,464
THOMPSON	GWENYTH	40,367
THORDARSON	CAREY	31,529
THORESEN	SHERRY	3,232
THORESON	SANDRA	10,218
THORLEY	LINDA	13,210
THORSON	JOANNE	32,746
TIESSEN	MYRA	6,253
TOEWS	CRYSTAL	12,527
TONDELL	JUDITH	41,265
TOOGOOD	ANDREA	44,560
TOOLE	SHIRLEY	19,579
TORRANCE	MICHELLE	26,524
TOTH	KERRI	26,617
TOTH	JUDY	27,671
TOTH	RENEE	28,542
TOWNSEND	LORNA	35,603
TRAPPERT	MARY	27,988
TRAWIN	DEBBIE	24,686
TRAWIN	JULIE	50,674
TRITES	CINDY	15,426
TRITES	KAREN	25,925
TRITES	JANET	38,204
TROBAK	EDNA	21,342
TROMBLEY	CHRISTINE	3,487
TROMBLEY	SANDI	34,714
TURKIEWICH	ANGELA	28,039
TURNBULL	LINDA	18,048
TURNBULL	DENISE	38,947
TURNER	GAIL	20,512
TURNER	WENDY	50,800
TWARZYNSKI	THERESA	20,735
TYCKON	LORRAINE	55,669
TYCKON	WILLIAM	61,934
UKRAINETZ	JULIE	15,963
UMPHERVILLE	KIMBERLEE	23,162
UNGER	OLIVE	8,375
UNGER	CATHERINE	59,464
UNRUH	DEBBIE	33,870
UTKE	JEAN	30,800
VACHON	LINDA	7,713
VALOIS	ROSETTA	31,249
VAN HERK AUGER	ROSEMARY	29,428
VANCAMP	JACKIE	58,082
VANDERBYL	SUSAN	24,316
VANDERTWEEL	BARBARA	50,781
VANDEVEEN	GLORIA	42,333
VANMETER	JUDY	29,697

Kelsey Trail Regional Health Authority
Personal Services over $2,500 for
year ending March 31, 2004

VAUGHAN	KARA	6,338
VEDRESS	LILA	16,225
VENDERBUHS	KOREN	18,884
VENTER	MARINDA	4,329
VERA	DENNIS	16,405
VERA	PHYLLIS	16,483
VERKLAN	LOUISE	20,714
VHAL	CATHY	28,694
VICTOR	JOANNE	23,258
VINEYARD	ANGELA	19,936
VIROG	DEBBIE	21,883
VON BIEKER	RUTH	32,247
VOTH	HEATHER	14,520
WAGNER	JOAN	40,868
WAGNER	CONNIE	52,618
WALCER	JOANNE	11,740
WALCER	DONNA	27,041
WALCER	VELMA	32,632
WALCHUK	CINNAMON	18,508
WALDNER	JEANETTE	15,977
WALKER	ALISHA	8,617
WALLIN	HARVEY	15,316
WALLIN	COLETTE	22,456
WALLINGTON	DONELDA	22,127
WALSH	FRANCES	12,003
WALTER	DARIN	77,843
WANAMAKER	ELLEN	28,509
WARK	GLENNA	27,074
WARKENTIN	SHERI	14,023
WARKENTIN	RUTH	16,468
WARNER	BESSIE	68,200
WARRINER	VALERIE	104,683
WARSYLEWICZ	CYNTHIA	52,051
WASSILL	PAMELA	8,330
WASSILL	LEONNE	8,588
WATSON	JENNIFER	27,978
WATSON	HEATHER	57,881
WATT	LULU	21,230
WATT	ANITA	53,064
WATTS	JANICE	28,072
WATTS	LINDA	31,762
WEGER	CHERYL	64,826
WEHRKAMP	MARY JANE	31,827
WEIMAN	BLAIR	8,301
WEIMAN	BLAIR	35,548
WEISGERBER	PAT	27,107
WELCHMAN	DUANE	44,394
WELLS	JUDY	27,081
WERNER	DARLENE	17,849
WESEEN	SANDRA	72,257
WESNOSKI	BARBARA	56,487
WHITE	SHIRLEY	5,478

Kelsey Trail Regional Health Authority
Personal Services over $2,500 for
year ending March 31, 2004

WHITE	MARLEEN	21,832
WHITEHEAD	MERNA	52,216
WHITELAW	TRACI-LYN	4,217
WHITFORD	SHARLA	4,877
WHITLEY	IRENE	19,597
WIEBE	HELEN	49,002
WILKIE	WENDY	60,165
WILKINSON	MARYBETH	13,597
WILKINSON	KAREN	31,388
WILKINSON	BERNADINE	31,474
WILLIAMS	BEVERLY	25,219
WILLIAMS	TERRILYNN	33,467
WILLIAMSON	ANNETTE	25,641
WILM	LAURIE	30,212
WILSON	JOHN	5,052
WILSON	JOHN	23,583
WILSON	SHILO	28,357
WILSON	MARLENE	30,036
WILSON	BEVERLY	3 415
WILSON	COLLEEN	42,344
WILSON	DORIS	63,846
WILTON	JOYCE	22,505
WITTIG	SANDRA	27,256
WITTIG	RANDY	35,821
WOJCICHOWSKY	LINDA	31,295
WOJCIECHOWSKI	PAMELA	5,532
WOLCHUK	MAUREEN	30,618
WOLF	MEJENCIA	11,634
WOLFE	PATRICIA	34,276
WOLOWSKI	JOLENE	26,312
WOOD	SHARON	72,162
WORLEY	GLORIA	31,974
WORMAN	HERBERT	39,563
WORSLEY	KATHY	64,804
WOUTERS	APRIL	3,017
WOZNIAK	CONNIE	28,558
WOZNIAK	DEBORAH	49,265
WRIGHT	LOUISE	11,319
WRIGHT	WENDY	24,804
WUTKE	CONNIE	7,443
WYTRYKUSZ	JUDY	41,338
YACHNIK	LEONA	31,961
YAHOLNITSKY	PEARL	58,378
YAREMY	AUDREY	32,750
YAREMY	CAROL	51,711
YATES	DEBBIE	32,509
YEAGER	CHERYL	13,492
YEAGER	GWEN	28,304
YELLAND	DONNA	16,145
YELLAND	WENDY	22,168
YELLAND	LAURIE	23,003
YELLAND	KEVIN	31,897

Kelsey Trail Regional Health Authority
Personal Services over $2,500 for
year ending March 31, 2004

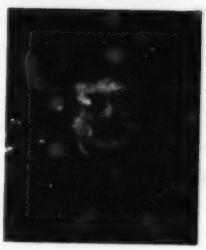
YEO	CHARLES	67,079
YESKE	BRENDA	52,044
YORK	VIVIAN	19,408
YOUNG	SHENTEL	3,722
YOUNG	SHENTEL	13,557
YOUNG	SHEILA	20,158
YOUNG	MARILYN	59,160
YOUZWA	SANDEE	37,561
ZABOS	LINDA	30,537
ZAGRODNEY	DORA	23,749
ZELLER	SHIRLEY	31,436
ZENS	ARLENE	63,716
ZENUK	SHELLY	19,520
ZIMMER	ESTHER	9,340
ZIP	LEANNE	19,439
ZUCK	PAUL	33,066
GROUPED UNDER $2,500		133,554

KELSEY TRAIL REGIONAL HEALTH AUTHORITY MEMBERS

Lana Thompson is a businessperson from Naicam. Lana served as a member of the former North Central District Health Board.

Marion Heavin is a farmer from the Melfort area. Marion served as a member of the former North Central District Health Board.

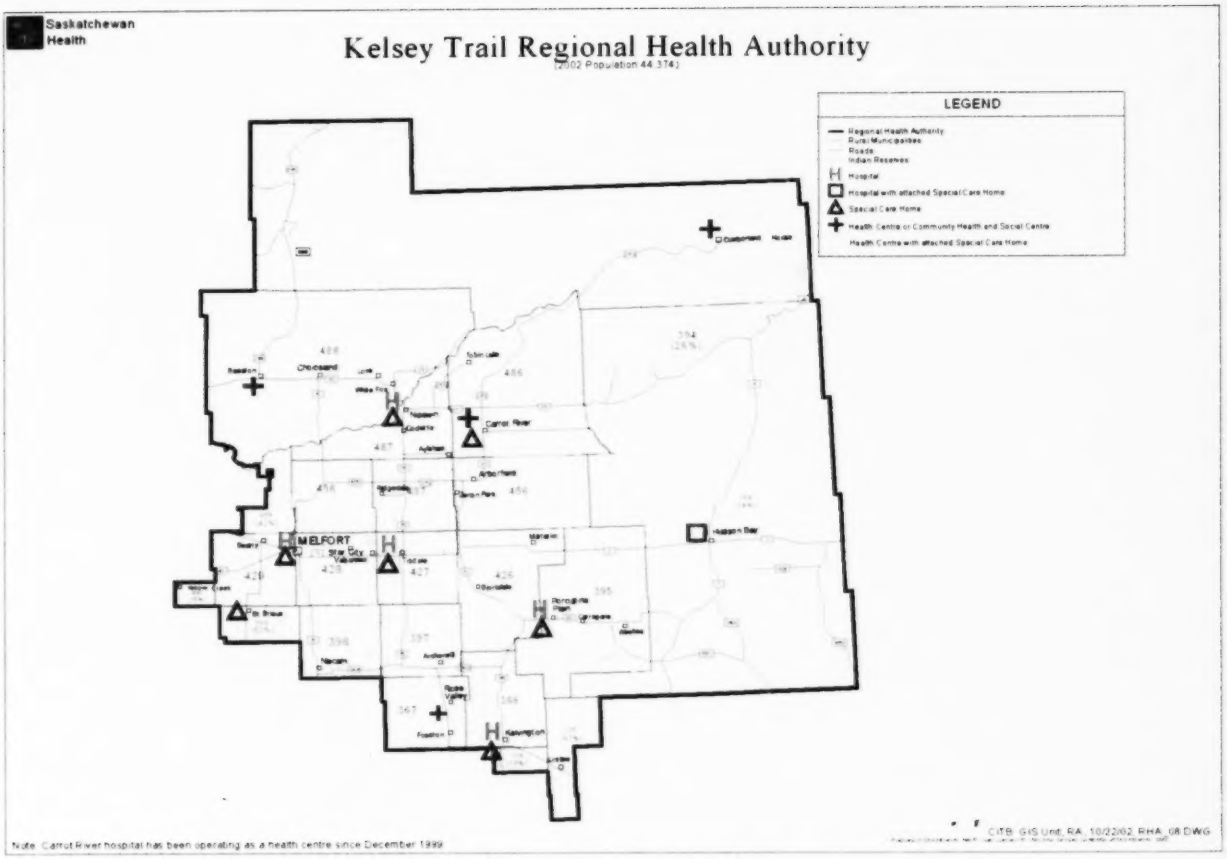
Minnie Deutsch is a retired nurse manager from Nipawin. Minnie served as a member of the former North-East District Health Board.



Robert R. Cheechoo from Cumberland House, is Director of Operations for the North Cote Metis Development Corporation. Robert was a member of the former North-East District Health Board.

Steve Rudy is a retired education administrator from Carrot River. Steve also farms in the Carrot River area.

Wayne Black is a farmer from Archerwill. Wayne served as a member of the former Pasquia District Health Board.



For further information regarding material presented in this Report, please contact:

Kelsey Trail Health Region
901-108th Ave. West
Box 1780
Tisdale, Saskatchewan
S0E 1T0
Phone (306) 873-3100
Fax (306) 873-3224
www.kelseytrailhealth.ca